

TEAM RAMSTEIN

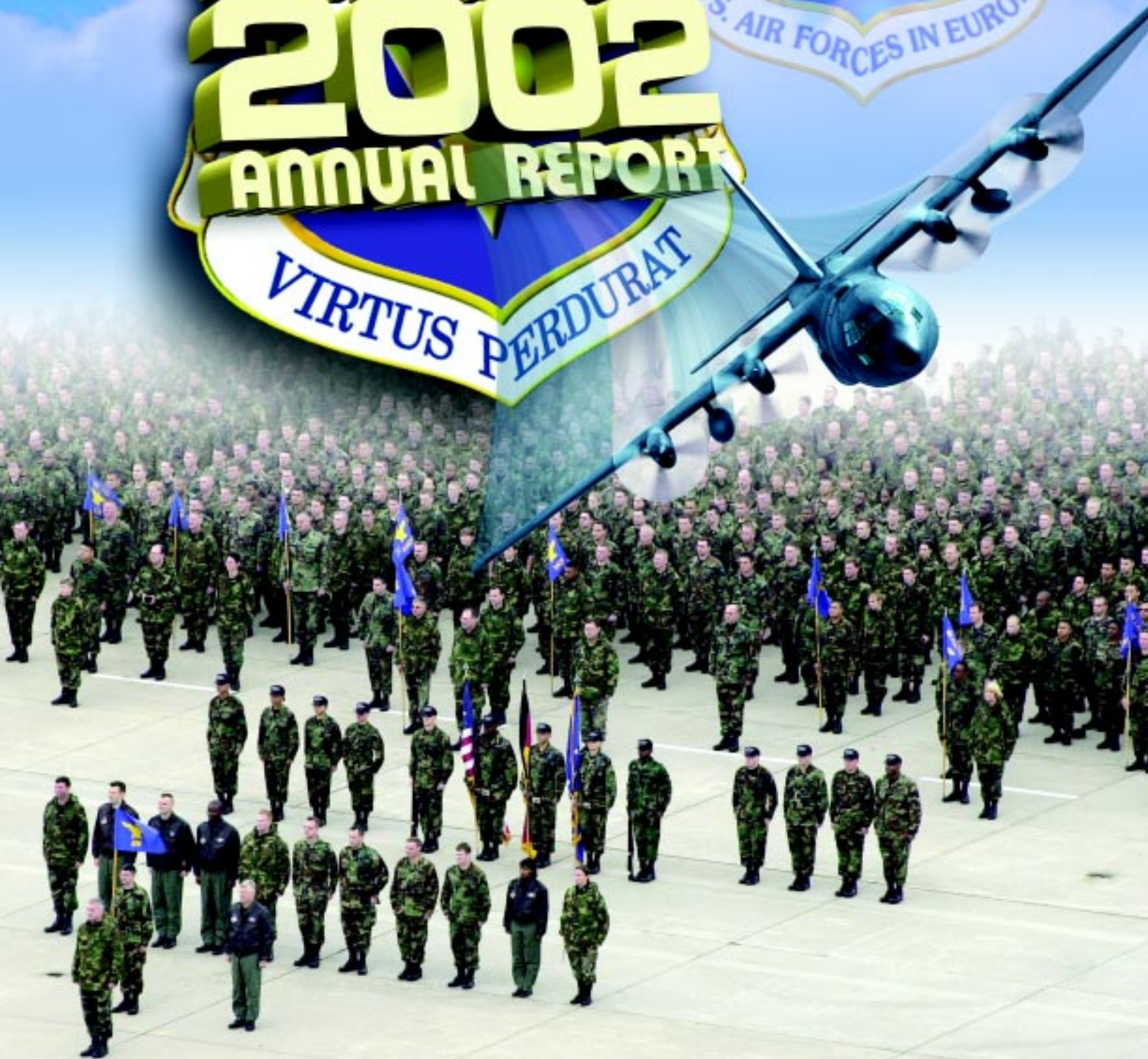


**2002
ANNUAL
REPORT**

THE WORLD'S GREATEST AIRLIFT WING

TEAM RAMSTEIN 2002 ANNUAL REPORT

VIRTUS PERDURAT



Introduction

The 86th Airlift Wing and Kaiserslautern Military Community “2002 Annual Report” provides a brief history of the community, presents the current status of our forces, aircraft and infrastructure and describes our direction and focus for the future. The purpose of this report is to inform you, our Annual, about who we are, our current capabilities and our future.

The Kaiserslautern Military Community – including the 86th Airlift Wing, Headquarters United States Air Forces in Europe, Headquarters Air North, 415th Base Support Battalion, 21st Theater Support Command, the 721st Air Mobility Operations Group and a host of other tenant organizations – have worked together to deliver outstanding service to the Nation in a challenging and demanding environment. Our German hosts and surrounding communities are also key members of our team, helping us succeed in all mission areas.

An understanding of the past is important in helping us shape the future. Ramstein Air Base has a storied history from its beginning in 1952 to today, through 50 years of freedom and friendship. The primary mission of the host wing has changed over time from a fighter to an airlift wing. As a result, many infrastructure projects are planned or in progress to fully convert facilities from a fighter support operation to that of an airlift hub. And, as Rhein-Main Air Base begins the closure process, Ramstein will become the Gateway to Europe – or more appropriately, the Gateway to Peace.

The wing and associate units throughout the Kaiserslautern Military Community sustained a

high operations tempo in 2002 supporting Operation ENDURING FREEDOM, a multitude of operations and exercises throughout Europe, Russia, the Middle East and Africa and critical day-to-day support to Kosovo Forces (KFOR) and Stabilization Forces (SFOR) operations in the Balkans. Most notable during late 2001 and early 2002, was the combined effort of US Air Force, Army and German Army personnel to airdrop food in Afghanistan. This operation resulted in the distribution of over 2.4 million humanitarian daily rations and other materials to

the people of Afghanistan and further enhanced the reputation of the community as the “go-to” team for the most demanding missions.

The sole reason for our sustained reason of success is our people – they are truly dedicated, knowledgeable and enthusiastic about the mission. To protect them as our most important and critical resource, the Kaiserslautern Military Community leadership has made quality of life, family support, education and training efforts the underpinning of our future. In establishing “People First” as our foundation, we have created or adapted a number of initiatives, including First Look, Heart Link and many educational opportunities with the overall goal to retain the family. In so doing, we strengthen our readiness and multiply our mission capabilities.

Just as Ramstein celebrated its Golden Anniversary in 2002, so the future is golden for the entire Kaiserslautern Military Community. The team of host and associate units, its personnel and family members and nearby communities is ready, willing and able to take on any mission, at any time.

**An understanding of
the past is important
in helping us shape
the future.**



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Letter from the Commander

Thank you for taking time to read our 2002 Annual Report. Throughout the past year, the 86th Airlift Wing and associate units of the Kaiserslautern Military Community have delivered critical mission capabilities to the Nation with polished panache and clearly exceptional results. This report summarizes performance and accomplishments over the last year and describes our vision and focus for the future.

Mission success hinges on the readiness of our people, their families and local communities. And readiness, a top priority of 86th Airlift Wing and associate unit leadership, results from quality of life programs for our people through such efforts as education and training, family programs and infrastructure improvements. In fact, our overall goal is to retain our best and brightest and to help them develop the skills necessary to protect and defend our Nation's freedom.

Our interaction with our neighbors throughout the Kaiserslautern region is basic to our mission success. Local communities provide a well-structured and educated workforce while also giving our people a sense of belonging and family. Working to enhance community relations can only result in an overall sense of community "connectedness" and "readiness" – just one more force multiplier for the 86th Airlift Wing and associate Kaiserslautern Military Community units.

I'm confident you will find this report full of helpful information that will keep you up-to-date on the great achievements of the 86th Airlift Wing and all associate units in the Kaiserslautern Military Community as well as where we're headed in 2003 and beyond. You, our Annual, can be justifiably proud of our performance during 2002 and can be assured our future is bright.



E. J. Lunde

86th Airlift Wing Charter

MISSION

Air Force's largest wing with 10 groups, 29 squadrons, 6 bases and 27 geographically separated units (GSUs). Conducts tactical, nuclear, aeromedical evacuation and distinguished visitor airlift flying 41 aircraft (C-9/C-20/C-21/C-37/C-130) throughout Europe, Russia, Africa and the Middle East. Manages largest Air Force munitions/war reserve material storage. Primary theater airlift hub and host unit for HQ USAFE, HQ AIRNORTH and 44,000 personnel in the Kaiserslautern Military Community.

VALUES

*Integrity First
Service Before Self
Excellence in All We Do
Teamwork
Trust*

VISION

**WORLD'S GREATEST AIRLIFT WING:
THE GATEWAY TO PEACE**

History

The history of Ramstein Air Base officially began in 1951 with the base's construction under the provisions of a Franco-American reciprocal agreement. The base is a great example of international collaboration: designed by French engineers, constructed by German contractors and operated by the US Air Force.

The completion of construction by German firms in 1953 resulted initially in two separate installations: Ramstein to the north and Landstuhl Air Base to the south of what is now Kisling Avenue. Although called an air base, the north side has no hangars or runway. The runway, control tower, ramps and other flight-related facilities were located on what was Landstuhl. Since its opening, the northern part of

the base has been the location of higher echelon headquarters, family housing, dependents' schools and support functions, while the southern area has been the site of the aerodrome and its flying units.



In the 1950s, name changes accompanied the growing pains of the new bases. In December 1957, the two bases were consolidated into the largest North Atlantic Treaty Organization-controlled air base on the continent. It was called Ramstein-Landstuhl Air Base, but later, through

common usage, came by its present name, Ramstein.

In January 1953, the base housed the 86th Fighter Bomber Wing with its F-84F aircraft and later all-weather F-86D "Sabre" jets and in



August 1954, the name of the wing was changed to reflect a new mission. It became the 86th Fighter Interceptor Wing.

The base changed landlords October 5, 1966, when the 26th Tactical Reconnaissance Wing and its RF-4C aircraft arrived from France. The 86th Fighter Interceptor Wing transferred to Zweibrücken Air Base, Germany, but returned to Ramstein in January 1973 as the 86th Tactical Fighter Wing. Strategic airlift has operated at Ramstein since late fall 1971.

In June 1985, the 316th Air Division was activated, centralizing command authority at Ramstein. The 86 TFW became the division's flight operations arm, while the newly formed 377 Combat Support Wing, also activated in 1985, became responsible for the logistical and administrative support on base. The 316 AD was deactivated May 1, 1991 and the 86 TFW merged with the 377 CSW to form the 86th Fighter Wing.

The 86 FW was redesignated the 86th Wing June 1, 1992. In July 1994, the last of the F-16 "Falcon" aircraft left Ramstein and the wing's C-130 "Hercules" moved in. The wing was redesignated the 86th Airlift Wing 1 October 1994.

In 1999 United States and German authorities signed the "Agreement on the Return of Rhein-Main Air Base Frankfurt and the Gateway Gardens Housing area and the undertaking and funding of construction at the US Air Bases Ramstein and Spangdahlem." The mission of strategic airlift will transfer to Ramstein and Spangdahlem with Ramstein obtaining the bulk of this mission. The beginning of the transition was signified in 2001 when the new Ramstein Passenger Terminal was opened.

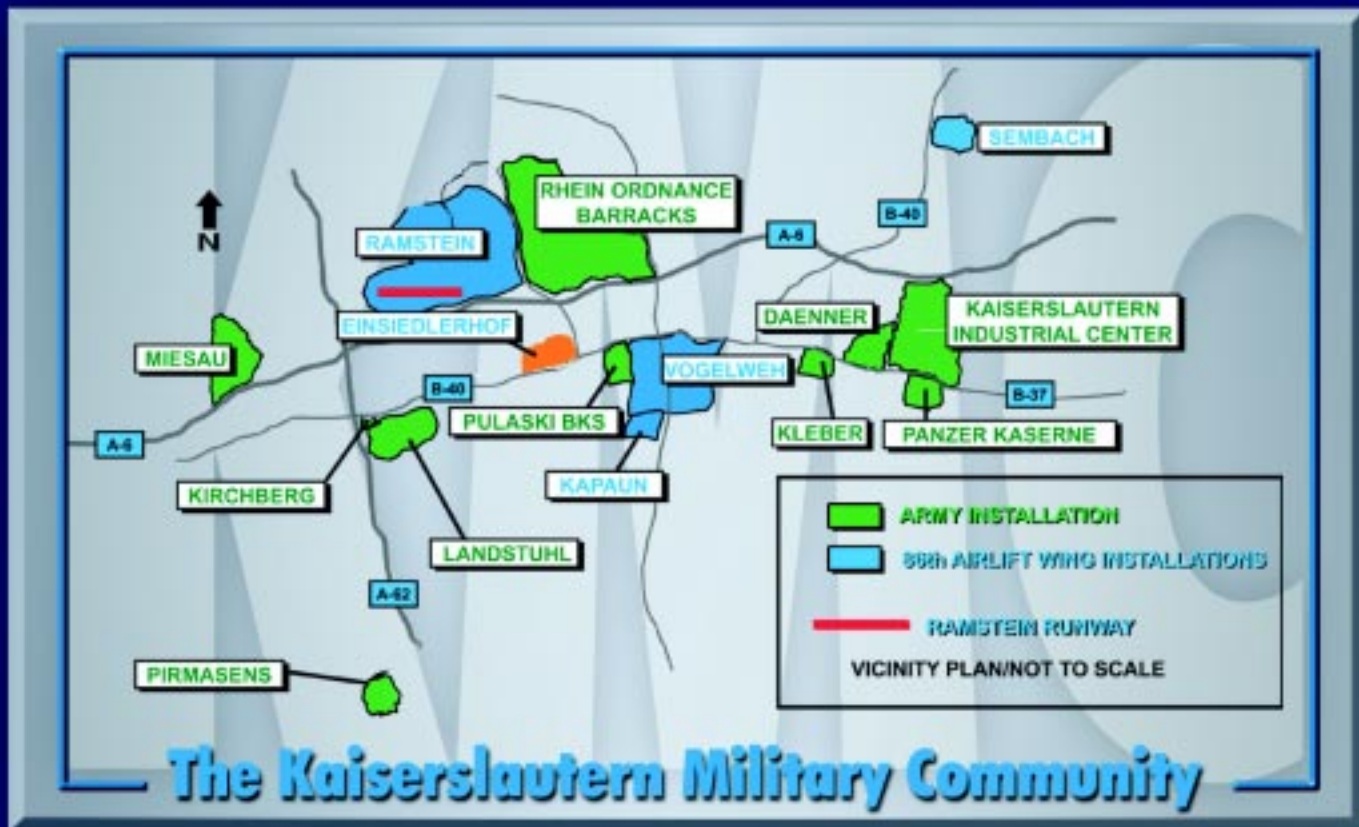
In September 2002, the 86th Airlift Wing organized per the new combat wing template, growing to 10 groups as a result, making the wing the largest in the Air Force.

While the Kaiserslautern Military Community remains the second largest US community overseas at

over 44,000 people, the defense drawdown continues to shape its future. Due to the departure of other main operating installations, more than 100 geographically separated units receive support from Ramstein.

Ramstein is part of USAFE's Third Air Force, with headquarters at Royal Air Force Mildenhall, the United Kingdom.





86 AW GSUs



WORLD'S GREATEST AIRLIFT WING: THE GATEWAY TO PEACE



KMC —●●— Rhein-Main Air Base

Community

Ramstein Air Base is located in the German state of Rheinland-Pfalz (Rhineland-Palatinate) near the city of Ramstein-Miesenbach and is about 15 kilometers from Kaiserslautern, Germany. The city and surrounding county have a population of about 200,000 in addition to the second largest community of Americans outside the United States with a population of over 44,000.

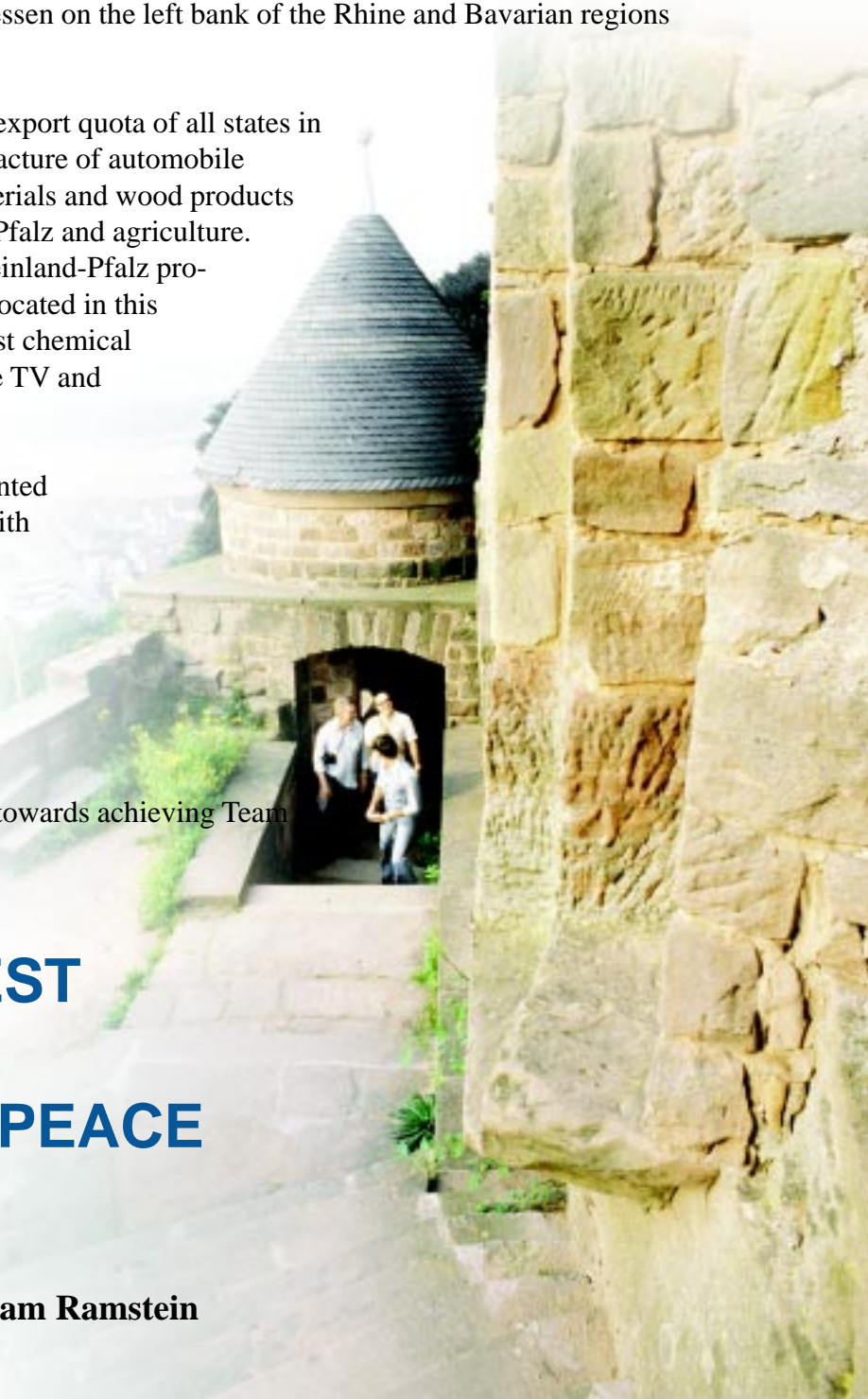
The Rhineland region was settled by Celts, Romans, Burgundians and Franks and over time has made significant contributions to the world in the political, religious and cultural areas. It became the German state of Rheinland-Pfalz after World War II on 30 August 1946 at which time parts of the Prussian Rhine provinces, the territory of Hessen on the left bank of the Rhine and Bavarian regions were assembled as one state.

Today, Rheinland-Pfalz has the largest export quota of all states in Germany. Key industries include the manufacture of automobile components, the production of building materials and wood products from the extensive forests in the Rheinland-Pfalz and agriculture. In fact, as a major wine-growing region, Rheinland-Pfalz produces two-thirds of all German wine. Also located in this state are the headquarters for Europe's largest chemical corporation and the country's most extensive TV and radio network.

All branches of the military are represented in the Kaiserslautern Military Community with the bulk of personnel working on Ramstein Air Base. Annually, the military and associated services contribute over 1 billion dollars to the local economy.

Ramstein began operations in 1952 and celebrated its Golden Anniversary in 2002. It has a rich history and bright future towards achieving Team Ramstein's vision as the:

**WORLD'S GREATEST
AIRLIFT WING:
THE GATEWAY TO PEACE**



Leadership

In order to support the troops and families who provide first-class support to the Nation and the world, leadership is dedicated to making the installations and services of the 86th Airlift Wing and associate units of the Kaiserslautern Military Community preeminent in the Department of Defense. Through core values, teamwork and trust we will focus on our most important resource, people.

Demographics

The 86th Airlift Wing and associate units of all services throughout the Kaiserslautern Military Community provide leadership worldwide in many critical military operations areas through a diverse community of over 12,500 active duty members, 19,400 family members, 3,800 federal civilians, 2,600 nonappropriated fund civilians and 5,700 host nation civilians.

Due to a diverse mission, wide-ranging area of responsibility and large customer population base, the 86th Airlift Wing is the largest wing in the Air Force with 10 groups. It consists of the typical operations, maintenance, mission support and medical groups, but also has a support group at Rhein-Main (469th Air Base Group), as well as communications, civil engineering, logistics readiness, contingency response and security forces groups. The 86th Airlift Wing is currently manned at 84% of 5,496 authorized positions.



The personnel tempo in the 86th Airlift Wing is about the same as that of the Air Force overall, averaging approximately 91 personnel deployed or TDY to support worldwide contingencies every month. Overall, 1,100 personnel deployed in 2002. The primary Aerospace Expeditionary Force (AEF) deployment phase for the 86th Airlift Wing is AEF 7/8.

The 86th Airlift Wing is an extremely successful organization in terms of promotions and awards. In fact, promotions hit an all-time high with 491 Air Force personnel achieving NCO status, 236 matriculating to SNCO ranks and 116 officers moving up during 2002. And, wing personnel garnered 60 individual awards at the USAFE and 11 at Air Force levels while wing organizations won 18 Air Force or Department of Defense and 26 United States Air Forces in Europe level awards.

A Day in the Life of the 86th Airlift Wing

In 2002, the 86th Airlift Wing flew a combined 11,744 sorties accumulating over 26,000 hours to countries in Europe, the Middle East and Africa. Wing combat support personnel supported many missions in and transiting the area as well as deploying 13,618 personnel to over 132 locations worldwide.

Ramstein managed over 38,000 aircraft arrivals and departures last year. This averages over 104 aircraft per day of all types, including: airlift, tanker, contract carrier,

medical evacuation and fighter aircraft.

The 86th Airlift Wing fuels management branch issued over 62 million gallons of fuel to Air Mobility Command, transient and 86th Airlift Wing aircraft combined, of which over 8 million gallons of JP-8 was used by our C-130, C-20, C-9 and C-21 fleet alone. In addition, with the largest fuels account in the US Air Forces in Europe, this branch has a fuels storage capacity of 8,480,735 gallons with a 1,728,000-



Ramstein managed over 38,000 aircraft arrivals and departures last year.



gallon per day sustained dispensing rate – in one 24-hour period, the branch dispensed a maximum fuel rate of 6,753,285 gallons.

Our flight kitchen issued over 232,000 meals to aircrew, passengers, patients and soldiers and the billeting office handled 464,000 lodging rooms last year, averaging almost 1,300 occupied rooms per night.

Aircraft maintainers supported US Air Forces in Europe, AF Special Operations Command, Air National Guard/Reserves and Air Mobility Command with TF-56 engines and propellers, maintaining a production average rate of 170 propellers and 60 engines per year.

The 86th Airlift Wing logistics professionals maintain the largest standard base supply system account within US Air Forces in Europe with 52,116 item records valued at \$105,101,643 and

2,975 vehicles, the largest fleet of vehicles in the Air Force. The 86th Airlift Wing is the largest mobility hub in the European theater, moving 15,000 personnel in 2001.

Customers in the Kaiserslautern Military Community receive an average of 2,800 tons of mail per year, make or receive over 201,000 phone calls and send 162,000 emails per day through over 18,000 accounts on the \$37M Kaiserslautern Enterprise Network. Visual Information experts provide 9,000 still images, 1,500 pieces of original artwork and more than 1,000 hours of video/animation to customers yearly.

Associate units also supported worldwide operations and in fact, Air Mobility Command transhipped (Fiscal Year 2002 numbers) 141,783 tons of cargo and 128,691 passengers on 9,515 aircraft through Ramstein and 110,000 tons of cargo and 300,000+ passengers through Rhein-Main.



National Chain of Command



GEORGE W. BUSH
Commander in Chief



DONALD H. RUMSFELD
Secretary of Defense



RICHARD B. MYERS
Chairman, Joint Chiefs of Staff



DR. JAMES G. ROCHE
Secretary of the Air Force



HONORABLE THOMAS E. WHITE
Secretary of the Army



GENERAL JOHN P. JUMPER
Air Force Chief of Staff



GENERAL ERIC K. SHINSEKI
Army Chief of Staff



GENERAL GREGORY S. MARTIN
Commander, US Air Forces in Europe



MAJOR GENERAL
MICHAEL W. WOOLEY
Commander, Third Air Force

86 AW Chain of Command



BRIGADIER GENERAL
ERWIN F. LESSEL III
Commander



COLONEL
JOHN A. TAPPAN
Vice Commander



CHIEF MASTER SERGEANT
TIMOTHY P. CARROLL
Command Chief Master Sergeant



LIEUTENANT COLONEL
STEPHEN L. MANSPEAKER
Director of Staff



COLONEL
BRADLEY R. PRAY
Operations Group Commander



COLONEL
L. PARKER PLUMB
Maintenance Group Commander



COLONEL
STEVEN WEART
Contingency Response Group
Commander



COLONEL
ROSEMARY NORMAN
Mission Support Group Commander



COLONEL
MELINDA EDWARDS
Logistics Readiness Group
Commander



COLONEL
JEFFREY L. LEPRONE
Civil Engineer Group Commander



COLONEL
CHARLES W. COTTA
Medical Group Commander



COLONEL
CHRISTINE D. PREWITT
469th Air Base Group Commander



COLONEL
EDWARD N. ADDISON
Security Forces Group Commander



COLONEL
MARY A. CALLAWAY
Communications Group Commander

Kaiserslautern Military Community and Associate Units Leadership



COLONEL
JAMES P. STURCH
721st Air Mobility
Operations Group Commander



LIEUTENANT COLONEL (USA)
DAVID HALL
415th Battle Service
Battalion Commander



DR. ARCHIE BATES
DoDDs District Superintendent



COLONEL (USA)
DAVID A. RUBENSTEIN
Landstuhl Regional Medical Center Commander



LIEUTENANT (USN)
BRIAN LAUER
Unit Commander Expeditionary Logistics Unit ONE

86th Operations Group

The 86th Operations Group (86 OG) manages the operations and mobility functions of 6 squadrons and 2 detachments and is comprised of 1,000+ personnel in the operations, aerial delivery, weather, intel, airfield management, tactics and aeromedical career fields. The 86 OG is comprised of the **37th Airlift Squadron (37 AS)**, **75th Airlift Squadron (75 AS)**, **76th Airlift Squadron (76 AS)**, **86th Operations Support Squadron (86 OSS)**, **86th Aeromedical Evacuation Squadron (86 AES)**, **309th Airlift Squadron (309 AS)**, and **Detachments 2 and 3 (Det 2/Det 3)**. The 86 OG is “total force” with the 38th Airlift Squadron (Provisional) (38 AS (P)) Guard and Reserve C-130 units, rotating in to support EUCOM taskings.



The **37th Airlift Squadron**, known as the “Blue Tail Flies”, operates 19 combat-ready C-130E “Hercules” throughout Europe, Africa, Asia and the Middle East to deploy and resupply US and Allied forces as directed by Headquarters, US European Command. With worldwide deployment capability, the 37 AS executes in-theater airland, airdrop, Scathe View and Prime Nuclear Airlift Force missions.

The **76th Airlift Squadron** is the largest and most diverse operational support airlift (OSA) squadron in the Air Force. Operating nine C-21s, two C-20s and one C-9 aircraft, their mission is to provide dedicated safe, world-class special airlift for the Nation’s civilian and military leadership, medical evacuation and other logistical airlift support worldwide.

The **75th Airlift Squadron** is the world’s premier aeromedical evacuation squadron. A dedicated team of 46 pilots and support personnel operate six C-9A Nightingale aircraft, five configured for aeromedical evacuation and one configured for supporting senior US officials and foreign dignitaries.

The **86th Aeromedical Evacuation Squadron** works with the 75 AS to provide around-the-clock response to contingency, disaster, humanitarian and wartime patient movement requests throughout Europe, the Middle East, Africa and to CONUS. It is composed of 14 crews consisting of 2 flight nurses and 3 aeromedical evacuation

Soldiers with the 173rd Airborne Brigade, Vicenza, Italy and Air Force Tactical Air Control Party members with the 4th Air Support Operations Group, Detachment 1, Vicenza, Italy, wait on the Ramstein Air Base ramp prior to making a mass tactical jump Oct. 9, 2002. The 37th Airlift Squadron flew the members on nine 86th Airlift Wing C-130s.

technicians each and 15 support and operations personnel.

The **86th Operations Support Squadron** is the centerpiece for operations within the 86th Airlift Wing, providing support to the wing and Kaiserslautern Military Community for training, combat weather operations, intelligence support, airfield management and weapons and tactics planning.

The **309th Airlift Squadron** provides worldwide airlift to the Supreme Allied Commander Europe. In so doing, the 309th has maintained a 100 percent departure reliability rate for the last 3 years, living up to its motto, MODUS PERFECTUS, “the standard is perfection”.

Detachment 2 teams with German and French military personnel to operate and maintain electronic warfare training equipment on the tri-national Polygone electronic warfare training range located along the French/German border. The range provides a combat training environment that all NATO nations use to practice mission tactics.



TSgt Phil Clark, SSgt James Sanders, Maj Chuck Blackwell and Capt Bryan Cessna, members of the 75th and 76th Airlift Squadron load boxes of school supplies, food and clothing donated by Kaiserslautern Military Families for orphans in the country of Moldova.

Detachment 3, located at Stuttgart Army Airfield, provides aeromedical, logistical airlift and airlift support across Europe, Africa, Russia and Southwest Asia for distinguished visitors and for European Command, US Air Forces in Europe, US elements of NATO, congressmen, ambassadors and DoD senior civilians.



SSgt Christine Hill and Maj William Osborne, 86th Aeromedical Evacuation Squadron, position one of 13 injured servicemembers on an medical transport vehicle at Ramstein Air Base, March 7. The wounded individuals were transported to Landstuhl Regional Medical Center.

86th Maintenance Group

The 86th Maintenance Group (86 MXG) was activated on 27 September 2002.

The group consists of approximately 1,050 personnel assigned to three squadrons – **86th Aircraft Maintenance Squadron (86 AMXS), 86th Maintenance Squadron (86 MXS) and 86th Maintenance Operations Squadron (86 MOS).**

The men and women of the 86th Maintenance Group perform routine and specialized maintenance on C-130 and C-9 aircraft and associated equipment, ensuring the 86th Airlift Wing is mission ready at all times. This includes support for ongoing contingency operations such

SSgt Kasey Moore, a 25 year old Turbo Propulsion Specialist, from Northfield Minnesota, assigned to the 86th Maintenance Squadron, replaces a oil cooler flap actuator on a C-130 Hercules.



as Operations NORTHERN WATCH, SOUTHERN WATCH, JOINT FORGE and ENDURING FREEDOM. In addition, the group provides quality assurance evaluations for contractor-maintained C-20 and C-21 operational support aircraft.

Moreover, the 86 MXG provides maintenance training, aircraft scheduling, analysis, quality assurance support and resource allocation, along with managing the wing's \$30 million flying hour program. The group also supports US Air Forces in Europe, AF Special Operations Command, Air National Guard/Reserves and Air Mobility Command with TF-56 engines and propellers at 12 different supply points across Europe and the Middle East, maintaining a production average rate of 170 propellers and 60 engines per year. Finally, the 86 MXG maintains the largest weapons and munitions stockpile in Europe, worth over \$1 billion.

The **86th Aircraft Maintenance Squadron** maintains 5 C-9s and 19 combat-ready C-130s operating throughout Europe, Russia, Africa and the Middle East. 86 AMXS also maintains one C-9 operational support aircraft for senior US and foreign dignitaries. The personnel of 86 AMXS support employment, resupply and aeromedical airlift missions for US and Allied forces. They plan and execute monthly and annual aircraft maintenance schedules and they support European nuclear airlift and treaty compliance missions.

The **86th Maintenance Squadron** maintains, inspects and repairs wing-assigned C-9 and C-130 aircraft, as well as 500 pieces of aerospace ground equipment. The squadron also maintains USAFE's largest weapons and munitions stockpiles, worth over \$1 billion. 86 MXS

provides USAF's only European T-56 engine and propeller repair facility for C-130 aircraft flying in Europe, Russia, Africa and the Middle East. The squadron also provides European-wide C-130 crash recovery.

The **86th Maintenance Operations Squadron** analyzes long-range fleet health and develops wing flying and maintenance schedules for 6 C-9 and 19 C-130 aircraft. The squadron also manages over 1,000 personnel authorizations, 251 facilities and an annual budget of \$26 million. 86 MOS personnel provide all maintenance training for USAFE's largest air base. They also control component configurations for 102 engines and 95 propellers. 86 MOS serves as the liaison between base maintenance and supply organizations.

The group was redesignated from the former 86th Logistics Group.



Above: SrA Jeff Risko and A1C Nathaniel Violette, 86th Maintenance Squadron, replace a bleed air manifold duct on a C-130 "Hercules" aircraft.

Below: TSgt Dennis Kuhn, from the 86th Maintenance Squadron, uses a remote control to lift the rail container onto the back of the truck.



86th Contingency Response Group

The 86th Contingency Response Group (86 CRG) maintains a standing multifunctional air mobility operations, force protection and medical team dedicated to support rapidly unfolding contingencies. Personnel of the 86 CRG train, equip and deploy with speed, precision and lethality as US Air Forces in Europe's "first-in" bare base operational and support force. 86 CRG personnel assess, prepare, operate and defend staging bases for Expeditionary Aerospace Forces deploying in response to any contingency. The group is a one-of-a-kind unit of exceptionally versatile personnel from more than 40 Air Force specialties. It is comprised of one headquarters element; two squadrons, the **86th Air Mobility Squadron (86 AMS)** and **786th Security Forces Squadron (786 SFS)** and the **86th Environmental Medicine Flight (86 CRG-EMF)**.

The **86th Air Mobility Squadron** provides initial first-on-the-scene air mobility support and airfield terminal operations to include rapidly deployable command, control and communications, mobile aerial port capabilities and aircraft maintenance.



Above: Personnel from the 86 AMS, use an all-terrain forklift equipped with a pintle hook attachment to off-load a satellite communications van from a C-5 Galaxy shortly after the aircraft arrived at Manas International Airport, Bishkek, Kyrgyzstan.



Above: US Army-trained snipers/observers from the 786th Security Forces Squadron, provide overt overwatch of northern approaches to Manas International Airport during a congressional visit to Bishkek, Kyrgyzstan.

The **786th Security Forces Squadron** provides a self-contained, light and lean team to rapidly spearhead force protection efforts in expeditionary contingency operations. The 786 SFS also trains US Air Forces in Europe force protection teams in contingency and bare base protection operations.

The **Environmental Medicine Flight** provides environmental security and force health protection for deploying forces along with medical intelligence, health assessments, medical threat surveillance and control measures for US Air Forces in Europe decision makers.

Below: TSgt's Mindy Patrick and Heinz Kieffer from the 86 CRG-EMF assess a potential storage site for contamination using a soil probe to collect samples and establish a baseline environmental assessment of the soil.



86th Mission Support Group

The 86th Mission Support Group (86 MSG) is comprised of the 86th Services Squadron (86 SVS) and the 86th Mission Support Squadron (86 MSS), as well as liaisons to Department of Defense Dependent Schools, Defense Commissary Agency-Europe and the Army and Air Force Exchange Service.

The 86th Services Squadron is the largest services squadron in the Air Force with operational responsibility for 175 community support facilities and programs at 5 major installations

(Ramstein, Vogelweh, Kapaun, Sembach and Landstuhl). The squadron fosters unit and community cohesion, supports family well-being and improves the quality of life throughout the Kaiserslautern Military Community by providing vital community services such as lodging, food service, sports and fitness programs, mortuary affairs, honor guard, child development and youth activities and leisure-time facilities and programs that contribute to readiness and esprit de corps. They provide over 1,604 lodging rooms; two dining facilities; the Jawbone flight kitchen; three Clubs; four fitness centers, three



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auto hobby shops; an automotive recycling center; a skills development center; a rod and gun club; three bowling centers; an 18-hole golf course; two community centers; an indoor roller rink; and three Ramstein Ticket and Tour offices. In addition, Outdoor Recreation offers outdoor adventure tours; equipment rental; and an outdoor skate park. Two Gear Up sports stores offer sports equipment for purchase while three Music or Movies Stores satisfy at-home entertainment needs through music and movie purchase or rental as well as photo development. The 86th Value Added Tax office assists personnel with forms and information regarding retail taxes on the local economy. 86 SVS also provides education and training opportunities through three libraries and the Adult Continuing Education program. 86 SVS staffs three Child Development Programs, three School Age Programs, three Youth Programs, three

Teen Centers and the Family Child Care program. Finally, 86 SVS also provides mortuary services for deceased active duty, civilian and family members and Honor Guard Programs for fallen veterans and local community events.

The **86th Mission Support Squadron (86 MSS)** is the largest MSS in the Air Force and serves the community with personnel, education, training and family support programs. Consisting of six flights, 86 MSS touches every member at some point in their assignment to the Kaiserslautern Military Community. The **Military Personnel Flight (MPF)** is the largest of its kind in the Air Force. Responsible for over 9,700 records, the MPF provides top-notch service in awards and decorations, assignments, promotions, retirements and separations and all forms of personnel customer Service. They also support the warfighter through the personnel readiness unit and aid the entire family with passports and ID cards. The **Civilian Personnel Office (CPO)** provides support to over 4,500 Air Force civilian employees in the Kaiserslautern Military Community and 15 countries. And, unique to Ramstein, when compared to its stateside counterparts, the CPO gives specialized support to local national civilians. The **Family Support Center (FSC)** provides numerous functions for deployed personnel and supports family members before, during and after deployments. As the 86th Airlift Wing's focal point for the First Look and Heart Link programs, FSC is focused on improving all aspects of "getting here, living here and leaving here". Working with four world-class universities, the **Education Center** offers civilian degree programs ranging from Associate Degrees to Doctorates and also supports the military population with a full range of distance learning and professional military education programs. Finally, the MSS is home to the **First Term Airmen Center** and the **Airman Leadership School**. These flights provide the new member and aspiring NCOs with first-level training as they enter and advance in their Air Force careers.



Top: Lt Gen Donald L. Peterson, Air Force Director of Personnel speaks to students at the First Term Airman Center.



Middle: Capt Kathryn Brown, 86th Mission Support Squadron produces a casualty message for distribution during a 2-day Silver Flag exercise at Ramstein Air Base.

Bottom: Amn Roderick Archield of the 86th Mission Support Squadron assists a customer in updating the emergency data card and the serviceman's group life insurance form.



86th Logistics Readiness Group

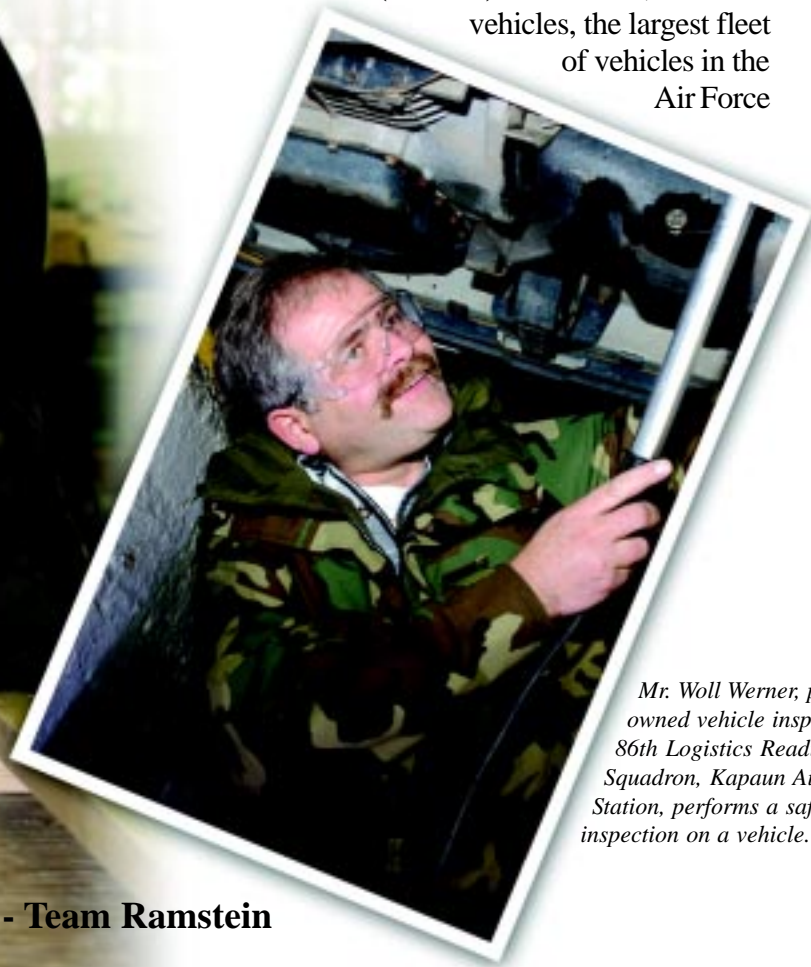
The **86th Logistics Readiness Group (86 LRG)** at Ramstein Air Base, Germany, was activated 27 September 2002. The group consists of approximately 1,020 personnel assigned to three squadrons – **86th Logistics Readiness Squadron (86 LRS)**, **86th Vehicle Readiness Squadron (86 VRS)** and **86th Materiel Maintenance Squadron (86 MMS)**.

The men and women of the 86th Logistics Readiness Group provide total retail logistics to fulfill the wing's multirole mission in support of national and European Command taskings. The 86 LRG has the Air Force's largest supply, transportation and readiness units and supports US Air Forces in Europe's biggest air

base and military community, the 86th Airlift Wing's C-130, C-21, C-9 and C-20 aircraft, Headquarters, US Air Forces in Europe and the 721st Air Mobility Group.

The **86th Logistics Readiness Squadron (86 LRS)** maintains the largest standard base supply system account within US Air Forces in Europe with 52,116 item records valued at \$105,101,643. In addition, the 86 LRS manages US Air Forces in Europe's largest fuels account, which has a fuels storage capacity of 8,480,735 gallons. The Fuels Flight has a 1,728,000-gallon per day sustained dispensing rate, with a maximum fuel rate of 6,753,285 gallons in a 24-hour period. The Vehicle Operations Element manages the largest transportation support section in USAFE. Finally, the 86 LRS runs the largest mobility hub in the European theater, moving 15,000 personnel in 2001.

The **86th Vehicle Readiness Squadron (86 VRS)** maintains 2,975 vehicles, the largest fleet of vehicles in the Air Force



Mr. Woll Werner, privately owned vehicle inspector, 86th Logistics Readiness Squadron, Kapaun Air Station, performs a safety inspection on a vehicle.

to include staff cars, utility vans, buses, forklifts, aircraft loading equipment, HUMMMVs and many civil engineering related vehicles including snow removal equipment.

The **86th Materiel Maintenance Squadron** stores and maintains over \$515 million in war reserve materiel at US Air Forces in Europe's Central Region Storage Facility at Sanem, Luxembourg, and at five collocated operating bases in Norway, supporting Air Force operations throughout the European theater and Middle East. The 86 MMS also provides oversight of 105 contractor personnel who operate the facility in Luxembourg and support to host nation Air Force civilian personnel in Norway.

The logistics readiness group provides focused logistics, the process of planning and executing the projection, movement, sustainment, reconstitution and redeployment of force in execution of the 86th Airlift Wing mission.

This outstanding group of professionals has earned accolades ranging from base to Air Force levels. Air Force-level awards include: 2001 American Petroleum Institute Award, 2001 AF Best Fuels Flight, 2001 AF Traffic Management Flight of the Year, 2001 AF Logistics Plans Unit of the Year,

2001 AF Transportation SNCO of the Year. USAFE-level awards include: 2001 USAFE Vehicle Maintenance Flight of the Year, 2001 USAFE Transportation Rodeo Champs and EUCOM's 2001 Best Customs Program. Numerous individual awards were also earned to include USAFE Ground Safety Officer of the Year, USAFE Outstanding Logistics Plans Field Grade Officer of the Year, USAFE Outstanding SNCO Log Planner of the Year, Senior Fuels Technician of the Year, Junior Fuels Technician of the Year, Supply Supervisor/Leader of the Year, Transportation CGO of the Year, Transportation Airman of the Year, Transportation Senior Civilian of the Year and USAFE Senior Civilian Log Planner of the Year.



86th Civil Engineer Group

The 86th Civil Engineer Group (86 CEG) is a team comprised of two distinctly unique squadrons: the 86th Civil Engineer Squadron (86 CES) and the 786th Civil Engineer Squadron (786 CES) and a resources flight. The mission of the 86 Civil Engineer Group is to provide, maintain and protect real property and infrastructure in the Kaiserslautern Military Community and to support worldwide contingencies with properly trained and equipped civil engineer forces. KMC real property includes 1,646 facilities valued at over \$4.2B, spread across 5,144 acres of land on 6 main installations and 20 geographically separated units. It takes over 1,300 military personnel and US and host nation civilians to accomplish this monumental mission. The men and women who make up the 86 CEG are the hardest working,

most committed group of professionals in the business – proud members of Team Ramstein!

The 86th Civil Engineer Squadron provides professional engineering, housing, furnishings and emergency response services to the Kaiserslautern Military Community. The engineering flight has responsibility for planning, programming, design and construction of over \$100M in facilities projects per year with almost \$1B in the pipeline for future construction. The housing flight provides housing to over 39,000 Air Force and Army military and civilians. They manage over 5,000 base housing units, 1,827 dormitory rooms and provide referral service for over 9,000 off base housing units. The furnishings management flight supports the housing mission by providing over

Left: Amn Daniel Ornsby, of the 86th Civil Engineer Squadron fire department, removes his equipment after finishing his rotation in a housing fire at Vogelweh housing complex. Top Right: A1C Candice Cain and Amn Amber Haarmeyer, 786th Civil Engineer Squadron, plot grid coordinates in the Damage Control Center (DCC) during a base exercise. Bottom Right: Mock casualties are escorted out of the exercise area by a member of the 86th Civil Engineer Group, Fire Protection Flight, during a simulated terrorist attack as part of a Anti-Terrorism/ Force Protection exercise.





Left: SrA Michael Wise, AIC Raeleen Ivey and TSgt Jamie Just, 786th Civil Engineer Squadron are replacing a valve on one of the aviation fuel pipes at the underground fuel storage facility. Top Right: Family housing at Ramstein Air Base, undergoes renovations. Bottom Right: Amn Derrick Lones and SSgt Scott Hiatt, 786 Civil Engineer Squadron, repair electrical cable during preliminary setup of Combined Endeavor 2002.

\$50M in furnishings and appliances for housing and dorm customers. The environmental flight ensures the KMC has the resources and expertise to comply with a myriad of host nation and US environmental laws. Our first responder flights – fire protection, explosive ordnance disposal (EOD) and readiness ensure the Air Force and KMC are prepared for any emergency and respond to those contingencies.

The **786th Civil Engineer Squadron** is the largest civil engineering squadron in the Air Force. Three operations flights at Ramstein, Einsiedlerhof and Sembach maintain and repair all KMC real property and infrastructure. The squadron also operates three water treatment and supply plants and three sewage treatment plants. A robust logistics flight provides the engineer supplies, equipment and vehicles to support the maintenance effort. The maintenance engineering flight identifies infrastructure sustainment requirements,

coordinates the KMC energy program and manages over \$21M in engineer service contracts. The 786 CES is also the backbone of training and provides the bulk of civil engineers for Ramstein's worldwide deployment taskings

The **resources flight** manages the civil engineer budget – the largest in the 86 AW – along with real property records, manpower, military education and training, and information management assets for the entire CEG.

The outstanding performance of the civil engineer group has been recognized with several prestigious awards from US Air Forces in Europe, Air Force, DoD and the Federal Government covering the gambit of operations from engineering to environmental. In 2002, the 86 CEG was selected as the Curtin Award Winner for the Best Civil Engineer Unit in the Air Force, large category.

86th Medical Group

The 86th Medical Group (86 MDG) operates the largest ambulatory care facility and the third largest dental facility in the United States Air Force and jointly staffs DoD's largest European referral center. The group is comprised of 850 personnel in five squadrons—**86th Aerospace Medicine Squadron (86 AMDS), 86th Dental Squadron (86 DS), 86th Medical Operations Squadron (86 MDOS), 86th Medical Squadron (86 MDS)** and **86th Medical Support Squadron (86 MDSS)** – at four geographically separate locations. 86 MDG also provides administrative and professional oversight for the 469th Medical Flight at Rhein-Main Air Base.



Left: A1C Crystal Grigsby a Medical Lab Technologist looks at some cultures under a microscope.

Right: SrA Crystal Mallory, a Medical Technician gets pertinent information about Lydia Pedro, age 3 from her father, SSgt Don Pedro, during her checkup.

The 86 MDG cares for 21,785 enrolled TRICARE prime beneficiaries and supplies overall community health services to the Kaiserslautern Military Community. The Ramstein and Kapaun facilities provide care in the areas of family practice, flight medicine, optometry, dental, radiology, pharmacy, physical therapy, behavioral medicine and laboratory services.

The **86th Medical Squadron** at Landstuhl Regional Medical Center is unique as the only Air Force medical squadron jointly staffing a medical center operated by the United States Army. The squadron provides about one-third of the medical center staff and supports an annual average of 6,100 hospital admissions and over 215,000 outpatient specialty visits.

The family practice clinic at Sembach provides acute primary care and preventive health services for more than 2,250 active duty members and family members. The clinic also provides care for 300-400 temporary duty Naval and Marine personnel not empaneled. Sembach has an active duty dental clinic and is home of one of four area dental laboratories in the Air Force.



The 86 MDG prepared for and excelled during its 2002 Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and concurrent Air Force Health Services Inspection (HSI). The JCAHO team, a civilian inspection commission, gave a score of 93 out of 100 to the medical group in addition to its “Mission Ready” rating received from the HSI team. The laboratory is accredited by the College of American Pathologists.

The 86 MDSS maintains 69 war reserve material projects totaling \$15.5M and is responsible for 33 mobility personnel unit type codes, involving 244 personnel for deployment worldwide. Additionally, they manage the busiest patient movement item center with \$12M in equipment, supporting the aeromedical evacuation mission for Europe, Southwest Asia and Africa.

Implementing managed care principles to optimize quality, access and cost are the keys to 86 MDG’s success. They deliver the right care at the right place at the right time. 86 MDG customers consistently rate the care they receive as excellent.

The 86 MDG is proud of the \$3.31M renovations recently made to its facilities including a clinic reception area, a waiting room and 11 exam rooms. The renovations allowed for optimal patient care in an unmatched environment. Additionally, in 2002, the **86th Dental Squadron** broke ground on a dental clinic addition/renovation military construction project valued at \$5.4M. Scheduled for completion in 2003, the project will allow the dental squadron to fully accommodate all dental specialties to provide highly sought care to beneficiaries in the Kaiserslautern Military Community.

Top: A1C Stephanie Harris, Pharmacy Technician fills a prescription for a patient.

Middle: SSgt. Troy Myles, a dental laboratory craftsman creates a dental clinic patient’s crown.

Bottom: Amn Glenn Dufresne, a Bio Environmental Technician prepares real world chemical gear equipment for any possible future deployments.



469th Air Base Group

The 469th Air Base Group (469 ABG) provides operational support to 30 Air Force, Army, DoD and Department of State organizations and for a base population of 2,900 military, DoD civilian and dependent personnel. The group maintains extensive infrastructure to support worldwide airlift contingencies, operations and exercises and administers \$88.6M in maintenance and communications contracts. Overall, the 469 ABG manages a \$25M annual budget and \$807M in real property. The 469 ABG provides all services normally found in a wing including security forces, personnel, logistics, communications, medical, airfield operations, finance, legal, public affairs, chapel staff and safety. On December 23, 1999, United States Air Force and German authorities signed an official agreement to close and return Rhein-Main Air Base to Germany by December 31, 2005.

The 469 ABG provides all services normally found in a wing including security forces, personnel, logistics, communications, medical, airfield operations, finance, legal, public affairs, chapel staff and safety.

Rhein-Main began as a landing site for Count Von Zeppelin's lighter than air dirigible Z-II airships in 1909. During the 1930s, Rhein-Main converted to Luftwaffe military use, which continued until 1945. The United States armed forces took over Rhein-Main airfield in April 1945 and Rhein-Main quickly became the principal aerial port for US forces in Germany and the Gateway to Europe. Rhein-Main was the main western base for the round-the-clock operations of the Berlin Airlift in 1948 and functioned as a major hub for US forces deploying and redeploying for Operations DESERT SHIELD and DESERT STORM. The base delivered increasingly larger amounts of humanitarian aid for Operations PROVIDE COMFORT, PROVIDE HOPE, RESTORE HOPE, SUPPORT HOPE and the longest sustained humanitarian airlift relief effort in history, Operation PROVIDE PROMISE.



After the terrorist attacks on 11 September 2001, the operations at Rhein-Main Air Base changed from a normal flow of 2-3 flights per day to 20-40 per day as Operations ENDURING FREEDOM and NOBLE EAGLE kicked into high gear. Some examples of the heightened operations tempo include:

- Aircraft flow up over 400% (183 arrivals/departures per month to 758 per month); transient aircraft flow increased 177%; 8-11 parking spots were reacquired from the Frankfurt International Airport
- 32 additional pieces of AGE equipment deployed here
- Increase in JP8 issued by 482% and JP8 received by 378%; increase in fuel transfers by 485%
- Contingency lodging – 140,000 bed-nights (up 627%)
- Consolidated club – net income up over 1,000%
- Consolidated MWR fund – net income up 839%
- Flight kitchen – over 32,000 meals prepared (up 393%); generates \$600-1,000 daily
- Family support center – about 19,000 internet user visits (up over 2,000%); hours up 60% per week
- Vehicle dispatches up 85%
- Fire department crash calls up 80%; structural calls up 65%; rescue calls up 60%
- Solid waste disposal costs increased \$4,800 per month
- 64th Replacement Company feeding up to 333% more per day
- Personnel serviced monthly by base USO up 300-700%

Today that pace continues and Rhein-Main is faced with a tough challenge to balance mission readiness and contingency support with quality of life for assigned personnel through base closure in December 2005. The 469th Air Base Group continues to provide the Gateway to Europe.

Rhein-Main Air Base is still as busy as ever and a vital resource for the war on terror November 7, 2002. C-17s and other aircraft arrive and depart daily for Southwest Asia in support of Operation ENDURING FREEDOM.



86th Security Forces Group

The **86th Security Forces Group (86 SFG)** was activated 27 September 2002 with numbered flights formerly assigned to the 86th Security Forces Squadron. The SFG provides community-oriented policing to installations and local communities around Kaiserslautern, Germany. The group has three squadrons: the **86th Security Forces Squadron (86 SFS)**, **568th Security Forces Squadrons (568 SFS)** and the **569th United States Forces Police Squadron (569 USFPF)**. The 86 SFG provides security for over \$1.2 billion in protection level resources to include wing and transient aircraft, as well as the largest assembly of war reserve material munitions in the world. In addition to a vital security mission, the unit provides police and resource protection to the Kaiserslautern Military Community, encompassing over 1,150 square miles and at 44,000 personnel. It includes 12 Army posts and 5 USAF installations, 6 military family housing areas and 11 DoD Dependent schools.

The **86th Security Forces Squadron** has three flights: the operations flight (SFO), administration & reports flight (SFA) and the contingency response flight (SFC). SFO provides combat arms training maintenance (CATM), supply, vehicle and armory support and the largest investigative and military working dog (MWD) support sections in US Air Forces in Europe. A vital link in war fighting capability, SFO provided kennel and billeting support to over 360 MWD teams transit-

ing the European theater in 2001. SFA provides personnel security investigations, local background checks and fingerprinting of civilian employees to the Kaiserslautern Military Community, 27 geographically separated units and 128 unit security managers. The flight compiles and maintains statistics of Kaiserslautern Military Community traffic citations, traffic accidents/incidents and

DUIs for use by commanders and law enforcement personnel. SFA also operates the Ramstein AB Pass and ID Office, Visitor Control Center and the Kaiserslautern Military Community Vehicle and Weapons Registration Offices. SFC provides training, mobility support and contingency planning and equipment for the 700 personnel assigned to the 86 SFG. The SFS training section provides initial, ancillary and refresher training to American and German personnel. The SFC mobility section is responsible for maintain-

ing equipment and administrative records for 23 unit type codes supporting 191 deployment coded positions. Finally, SFC provides a cadre of personnel who specialize in maintaining emergency services team and antiterrorism/force protection equipment, air base defense and high-risk tactics instruction and on/off-base specialized contingency response teams. Lastly, 86 SFS provides support to six personnel at the only long-term American military confinement facility in Europe at Mannheim.


The **568th Security Forces Squadron** is responsible for force protection for Ramstein Air Base, 12 restricted areas and the largest weapons




SSgt Derek Donahey, a Dog Handler, with the 86th Security Forces Squadron, acts as a decoy and is run down by Military Working Dog Basco at the 2002 Military Working Dog Competition.

storage and security system in the North Atlantic Treaty Organization and US Air Forces in Europe. The unit provides security and police services within the confines of Ramstein AB to include protection of more than 4,000 transient aircraft in 2002 as well as special access airlift mission aircraft and logistical movement protection. The 568 SFS has the largest Personnel Reliability Program on the base with over 340 assigned billets.

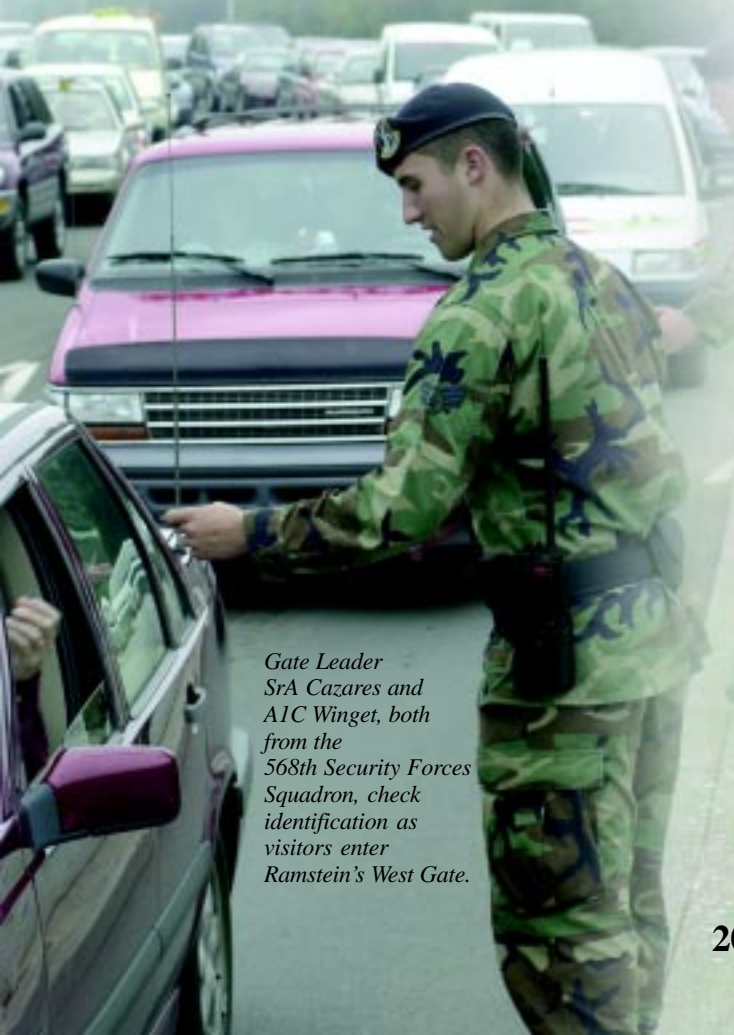
The **569th United States Forces Police Squadron** uses United States Air Force, United States Army and German National personnel to provide force protection for all other Kaiserslautern Military Community installations and Air Force Space Command assets. The unit responds to alarms/incidents and provides community policing support to an area larger than Rhode Island and last year alone, investigated 1,760 traffic accidents (6 fatalities and 120 serious injuries), 164 DUIs (47 traffic accident related) and 70 hit and run incidents.



Above: Amn Bolton, 568th Security Forces Squadron, guards the entrance of Ramstein AB, while Amn Noble mans a machine gun atop a humvee.



Left: SrA Allen Persico, a dog handler, with the 86th Security Forces Squadron, Military Working Dog Argo, search for "decoys" during the scout portion of the 2002 Military Working Dog Competition.



Gate Leader SrA Cazares and A1C Winget, both from the 568th Security Forces Squadron, check identification as visitors enter Ramstein's West Gate.

86th Communications Group

The **86th Communications Group (86 CG)** is a premier organization composed of more than 700 communications and information system professionals who are dedicated to providing reliable and responsive command and control services for all customers. It is the only communications group within US Air Forces in Europe. Each squadron in the 86 CG--**86th Communications Squadron (86 CS)**, **786th Communications Squadron (786 CS)**, and **886th Communications Squadron (886 CS)**--supports a distinct mission ranging from telephone and network services to postal operations. In addition, two unique flights report directly to the group commander: Planning and implementation (SCX) and communications control center (SCG).

The **86th Communications Squadron (86 CS)** delivers expeditionary and permanent air traffic control and landing, radio, satellite, telecommunications and weather systems. The squadron is key to providing reachback for Department of Defense expeditionary units and in that capacity operates and maintains a DoD satellite communications site. The 240-person 86 CS operates and maintains 9,000+ individual



Left: AIC Cynthia Klimack a postal specialist from the 786th Communications Squadron pitches mail at the Southside Post Office at Ramstein.



Right: SSgt James Hodson and AIC James Cox, 86th Communications Squadron, Satellite Maintenance Technicians discuss technique procedures for the teleportsatellite systems.

equipment items and 33 major systems worth in excess of \$250M with an annual budget of almost \$1M.

The **786th Communications Squadron** provides network services such as email and web systems, information and records management, visual information and postal operations. 786 CS personnel administer over 18,000 accounts on the \$37M Kaiserslautern Enterprise Network, deliver an average of 2,800 tons of mail per year, maintain the largest COMSEC account in the Air Force and provide 9,000 still images, 1,500 pieces of original artwork and more than 1,000 hours of video/animation to customers yearly.

The **886th Communications Squadron** provides the core services to Sembach Annex that the 786 CS and 86 CS jointly provide to customers at Ramstein, Vogelweh, Einsiedlerhof and Kapaun. The 886 CS provides local and regional network operations and maintenance, telephone operations and maintenance, communications planning and implementation, postal and visual information services to 2,000 personnel assigned to joint, US Air Forces Europe and

86th Airlift Wing units on Sembach. 886 CS also maintains over 260 Army and Air Force meteorological and navigational systems worth \$47M throughout Europe supporting DoD and the North Atlantic Treaty Organization.

The **Planning and Implementation Flight** engineers communications requirements, manages the base communications and information blueprint and strategic plan, allocates and manages the budget and financial plan and provides a “first look” for communications and information services to customers.

The **Communications Control Center Flight** is the eyes and ears of the group commander, providing information on the operational and maintenance status of all communications and information systems as well as trends, mission effectiveness and customer satisfaction.

The 86 CG won the coveted Major General Harold M. McClelland Award at the Air Force level for 2001 – the best large (over 300 personnel) communications organization in the Air Force.

SSgt Justin Pyle, a photographer, MSgt Brian Brownsberger, a videographer and TSgt Lee Phillips, a graphic artist, with the 786th Communications Squadron, document vehicles awaiting customs clearance before they setup for Combined Endeavor 2002, at Lager Aulenbach, Germany.



Wing Staff

The **Director of Staff (DS)** is responsible for the day-to-day management of wing staff agencies. This includes wing information support; legal support; religious, spiritual and ethical ministry; human relations education and resolution of discrimination and sexual

harassment complaints through the **Military Equal Opportunity Office**; and the preservation of the history of wing operations.

The wing **Judge Advocate (JA)** office ensures wing leadership is kept abreast of all legal issues affecting the wing and its personnel. JA administers civil and criminal law programs within the wing and educates, advises and counsels Air Force leaders.

Chaplain staff members are visible reminders of the holy. They provide worship opportunities and pastoral care as well as advice to leadership regarding spiritual, religious, ethical and moral issues.

The **Wing Plans** staff provides conventional and strategic mission training to ensure wing personnel are ready to deploy at a moment's notice. The staff also participates in exercises and real-world contingency operations as part of the **Command Post** and Crisis Action Team/Battlestaff. The Command Post is the hub of emergency actions and ensures communications are quickly disseminated, guaranteeing the smooth flow of events.

11 September 2002 - Chaplain Richard Hartwell, 86th Airlift Wing, pauses for a minute of silence during a retreat ceremony at Ramstein AB, in remembrance of the terrorist attacks propagated against the United States and to honor the victims killed in those tragedies.



The intricate execution of a \$150 million budget requires a dedicated and committed staff of analysts and technicians. Personnel of the **86th Comptroller Squadron** provide talented financial support and advice to personnel of the 86th Airlift Wing whether on station or at deployed locations.

As the focal point for base visitors, the offices of **Protocol and Public Affairs (PA)** provide base tours for community groups and visiting dignitaries. The PA office works with the local news media to provide up-to-the-minute briefings on worldwide events impacting base personnel.

The **Wing Host Nation Office** serves as liaison between military and German agencies and people and is the focal point for all matters pertaining to the wing's and the Kaiserslautern Military Community's dealings with the host nation community. This includes giving political advice, answering inquiries about aircraft noise and organizing German or American participation in various events. The office is also responsible for the base tour program for German and European groups.

The **Manpower and Organization (MO)** office is responsible for manning, organization and manpower policies and procedures in the 86th Airlift Wing.

The **Treaty Compliance (CCT)** office ensures command compliance with all international arms control treaty obligations that impact the 86th Airlift Wing and its geographically separated units.

The **Wing Safety** office manages flight, ground and weapons safety programs. Their phenomenally successful programs have highlighted the importance of safety in all we do, both at work and at home.

The **Inspector General (IG)** is responsible for assessing operational readiness, nuclear surety and mission support effectiveness of 86th Airlift Wing units. The IG conducts exercises, disseminates command interest items and identifies and recommends mission improvements. The IG is the focal point for inquiries, complaints and the Fraud, Waste and Abuse Program.



Maj Doug Kennedy, Chief of Wing Readiness, 86th Office of the Inspector General, briefs Brig Gen Volcheff on the varied scenarios that students have and will be subjected to.

Key Kaiserslautern Military Community Units

Panzer Kaserne is the home to headquarters **21st Theater Support Command (21 TSC)**, the largest forward deployed logistical command in the US Army. 21 TSC oversees all logistical operations in US Army in Europe's area of responsibility and has seven major subordinate commands which provide maintenance, supply, distribution, storage, military police support, movement control and materiel management throughout the theater. Units subordinate to the 21 TSC include the **200th Theater Support Command Materiel Management Center**, **29th Support Group**, **5th Maintenance Com-**

pany, **230th Military Police Company**, **5th Quartermaster Detachment**, **37th Transportation Command**, **1st Transportation Movement Control Agency**, **66th Transportation Company**, **15th Transportation Detachment** and **Kaiserslautern Legal Center**. **Miesau Army Depot** is the largest ammunition storage area outside the US and its mission is to issue, receive, store, transship, inspect, inventory and maintain ammunition stock records accounting. The **US Army Medical Material Center, Europe** at Pirmasens supplies medical material to all services throughout the European area of responsibility.



***Above:** The millrind, a heraldic symbol of support, is an icon reinforcement fixed in the center to support the millstone as it revolves on its axle grinding wheat. The color of blue indicates the skies of the Rhein River Valley while golden yellow represents its wheat fields, "the staff of life". The colors combined with the millrind symbolize the vital and varied support provided to the United States Army, Europe.*

***Right:** With the opening of the Kids Zone Nov. 14, 2002, in Pulaski Barracks, KMC children and their parents have a fun place to go, eat pizza and play.*



The **415th Base Support Battalion (415 BSB)** is headquartered at Pulaski Barracks and provides base support for all of the Kaiserslautern Military Community's Army units and families on 14 installations as well as to provide a command and control element for units and organizations that do not fall under the 21 TSC. In addition, the 415 BSB provides base operations



Left: Arnold Fisher (right), Chairman and CEO, Fisher House Foundation, Inc. and his son, Ken Fisher, vice chairman, unveil a monument stone at the new Fisher House at Landstuhl Regional Medical Center. The monument stone represents the completion of the 31st Fisher House.

Below: Landstuhl Regional Medical Center Emergency Room Entrance.



support; force protection; reception, staging and onward movement in support of contingency operations; conducts area operations and support for the joint power projection platform; and enhances the readiness and quality of life for the total force within the Kaiserslautern Military Community to meet on-going and future requirements. It serves Kaiserslautern, Landstuhl, Miesau and Pirmasens and supports Daenner, Kleber and Panzer Kasernes and Pulaski and Rhein Ordnance Barracks.

The **Landstuhl Regional Medical Center (LRMC)** is US Army in Europe's largest medical facility and in fact, is the largest American operated medical center outside the US. LRMC provides primary care, hospitalization and treatment for more than 60,000 personnel within the center's boundaries and specialized care for more than 250,000 personnel as a referral center for the European center. Approximately 110 physicians, 250 nurses, 40 medical service officers, 700 enlisted and 500 civilian employees staff LRMC to provide such services as family practice, immunizations, physical exams, internal medicine, psychiatry, pediatrics, educational and early intervention services and dermatology. Surgical services include orthopedic, general, plastic, neuro and optometry surgeries as well as physical and occupational therapy. LRMC has

two Fisher Houses, the first outside the US, to serve as temporary homes for families of service members and veterans receiving care at military centers.

Expeditionary Logistics Unit-One is a US Navy Mobile Maintenance activity presently configured to support the EA-6B Prowler Electronic Attack aircraft. There are 9 Navy personnel permanently assigned to ELU-1 and 65 additional Navy or Marine Corps Personnel that rotate through Sembach on cyclic deployments from their home bases in Whidbey Island, Washington or Cherry Point, South Carolina. The Sembach site presently provides maintenance and logistic support to squadrons deployed in Europe and the Middle East and controls a subordinate detachment in Turkey. ELU-1 reports to the Commanding Officer, Aircraft Intermediate Maintenance Department, Whidbey Island, Washington and to the Commander Electronic Attack Wing Pacific Fleet.

Headquarters

United States Forces in Europe

United States Air Forces in Europe (HQ USAFE), headquartered at Ramstein Air Base, Germany, is a major command of the US Air Force. It is also the air component of the US European Command, a Department of Defense unified command and the US component of the North Atlantic Treaty Organization (NATO).

As the face of Europe has changed since the fall of the Berlin Wall, so has USAFE. The command has transitioned from a fight-in-place fighter force postured for large-scale conflict, to an Air Expeditionary Force with a flexible and mobile mix of people and resources that can simultaneously operate in multiple locations. Since the end of the Cold War, USAFE's role in Europe and Africa has expanded from warfighting alone to a mission that includes support to humanitarian and peacekeeping operations, as well as other nontraditional contingencies throughout the area of responsibility.

In peacetime, USAFE trains and equips US Air Force units pledged to the NATO. USAFE plans, conducts, controls, coordinates and supports air and space operations to achieve US national and NATO objectives based on taskings by the combatant commander, US European Command.

In wartime, USAFE assets, augmented by people, aircraft and equipment from other major commands and the Air National Guard and Air Force Reserve, come under the operational command of NATO. The command's inventory of aircraft is ready to perform close air support, air interdiction, air defense, in-flight refueling and long-range transport as well as support of maritime operations. In fulfilling its NATO responsibilities, USAFE maintains combat-ready wings dispersed



Under Secretary of the Air Force, Honorable Peter B. Teets visits USAFE and is escorted by General Gregory S. Martin into the USAFE Headquarters building main entrance through an Elite Honor Guard Cordon.

from Great Britain to Turkey. The command supports US military plans and operations in Europe, the Mediterranean, the Middle East and parts of Africa.

More than 35,000 active duty, reserve and civilian employees are assigned to USAFE. Equipment assets include about 225 fighter, attack, tanker and transport aircraft and a full complement of conventional weapons.

USAFE is organized geographically through two numbered air forces — Third Air Force, headquartered at RAF Mildenhall, England; and Sixteenth Air Force, headquartered at Aviano AB, Italy. The command has six main operating bases -- Royal Air Force Bases Lakenheath and Mildenhall in England; Ramstein and Spangdahlem Air Bases in Germany; Aviano Air Base in Italy and Incirlik Air Base in Turkey. In 2002, Lajes Field, Portugal and Keflevik Air Station, Iceland, were added to USAFE as a part of the Third Air Force.

Headquarters **AIRNORTH**, North Atlantic Treaty Organization

The Commander, Allied Air Forces North (COMAIRNORTH) contributes to the deterrence of aggression against the member states of the North Atlantic Treaty Organization and helps to ensure the security and territorial integrity of the Allied Forces North Europe (AFNORTH) area of responsibility. The headquarters on Ramstein Air Base has an integrated staff which may include liaison elements from the headquarters and national commands of North Atlantic Treaty Organization member states.

Air North conducts operations to provide inter- and intra-regional support and reinforcement; contributes to the preservation of peace and the promotion of stability through cooperation and dialogue; participates in crisis management; and plans and executes, or provides support for, expanded roles and missions, as as-

signed by the Commander-in-Chief, Allied Forces North Europe (CINCNORTH).

Additionally, Air North is the designated Air Component Commander for AFNORTH, the Air Advisor to CINCNORTH, the Regional Air Commander (RAC), the Regional Air Defence Commander (RADC) and the Regional Airspace Control Authority (RACA). Air North is responsible for the conduct of air defense in the framework of the North Atlantic Treaty Organization Integrated Air Defence System (NATINADS) within the AFNORTH area of responsibility.

Finally, Air North exercises responsibilities in peace, crisis and conflict region wide on behalf of CINCNORTH and as such, is directly responsible to CINCNORTH for the region-wide planning, coordination and conduct of air operations in support of CINCNORTH's objectives.



721st Air Mobility Operations Group

The **721st Air Mobility Operations Group (721 AMOG)** located at Ramstein Air Base, Germany is responsible for Air Mobility Command's (AMC) fixed en route aircraft maintenance, air transportation services and command and control operations throughout Europe, Africa and Southwest Asia. Staff support includes operations, logistics, civil engineering, financial management, communications and safety. The 721 AMOG also provides oversight to USTRANSCOM's Strategic Distribution initiative and over 100 AMC civil engineering construction projects. Aligned under Headquarters 21st Air Force at McGuire AFB, New Jersey, the group is comprised of over 1,900 active duty military and civilian personnel and manages an annual operating budget of over \$95M. The

721 AMOG is organized into eight air mobility squadrons, four detachments and five operating locations. The group also supports five additional terminals throughout the EUCOM and CENTCOM AORs as part of the small terminal assistance program.

The **723rd Air Mobility Squadron (723 AMS)** is AMC's largest air mobility squadron with over 600 personnel and sustains air mobility operations throughout Europe, Africa and Southwest Asia. The 723 AMS provides all aspects of air mobility support ranging from passenger and cargo transportation to aircraft maintenance and recovery and command and control functions. The unit executes taskings from the Department of Defense, North Atlantic Treaty Organization,



SSgt Michael Jordan, a passenger service supervisor of the 723 Air Mobility Squadron, works the customer service counter at the Ramstein passenger terminal.



2nd Lt Kristen Wood of the 726 Air Mobility Squadron, gives Col John Tappan, 86 AW Vice Commander, a tour of the passenger terminal at Rhein-Main.

Joint Chiefs of Staff and higher headquarters. As a result of its efforts during the initial stages of Operation ENDURING FREEDOM, continued support to operations in the Balkans and a range of other activities supporting two theater commanders, the 723 AMS was named Air Mobility Command's En Route Squadron of the Year for 2001. The 723d's strong support of intramural and unit sports activities was also recognized when it garnered the 86 AW Commander's Trophy. Continuing its commitment to unit readiness, the 723d received an overall "Excellent" rating on its October 2002 AMC Logistics Standardization and Evaluation Inspection.

The 726th Air Mobility Squadron (726 AMS) located at Rhein-Main Air Base, Germany, is comprised of 130 active duty military, 17 US civilians and 11 local nationals. This award-winning unit provides strategic, theater

and contract commercial air mobility support operations with aerial port, logistics, command and control and passenger reservation functions. AMC's primary European theater passenger terminal, the unit garnered the 2001 AMC Passenger Terminal of the Year award. In 2002, the 726 AMS moved a total of 294,545 passengers through Rhein-Main Air Base. A highly motivated professional team, melding over 700 augmentees throughout the year, this unit moved over 200 million pounds of cargo and more than 118,000 combat troops in direct support of Operation ENDURING FREEDOM, the largest C-17 airlift contingency in history. A major contributor to the Rhein-Main Community, the 726 AMS has interwoven its operations and personnel with the host unit, 469 ABG and the other tenant units. Always maintaining a *Passion for Excellence*, the 726 AMS will continue supporting Rhein-Main Air Base as the *Gateway to Europe* until its move in 2005.

Department of Defense Dependent Schools

The Kaiserslautern District is one of seven districts in the Department of Defense Dependent Schools (DoDDS)-Europe Area of the worldwide Department of Defense Education Activity (DoDEA) system. It is the largest American school system outside the Continental US.

Included in the Kaiserslautern District are 11 schools, all accredited by the North Central Association of Schools. The district has an overall enrollment of nearly 7,000 students at schools on Vogelweh, Ramstein AB, Sembach AB and Landstuhl. A faculty and staff of approximately 650 provides a pupil-teacher ratio (PTR) range from approximately 15:1 in high schools to approximately 25:1 in elementary, middle and intermediate schools. DoDEA has a strategic initiative underway to lower PTRs in the secondary school grades.

Achievement tests have shown that DoDDS ranks very well in comparison with other American schools. Test scores for university entrance, for advanced placement programs and for all



grade levels indicate that DoDDS students are among the best in the nation. There are numerous basic and supplemental programs to meet the needs of a varied student population. Basic programs exist for reading, math, science, social studies, language, arts and humanities, physical education, health, career and computer education. Supplementary programs include foreign language, talented and gifted, host nation, compensatory education and special education. DoDDS also runs an extensive distance-learning program.



The US Air Forces in Europe has taken a unique approach towards education by integrating the USAFE Strategic Plan on Dependent Education with the DoDEA Community Strategic Plan. The resulting goals focus on community and excellence in education:

- All students will meet or exceed challenging standards in academic content so that they are prepared for continuous learning and productive citizenship.
- DoDEA will use a performance driven management system that operates in a timely, efficient and equitable manner; places resource allocation and decision-making at the lowest operational level; and facilitates a safe environment conducive to optimum student achievement.
- The DoDEA workforce will be motivated, diverse and committed to continuous professional growth and development resulting in exemplary performance and optimum student achievement.
- Every level of DoDEA will develop, promote and maintain a network of partnerships to enhance optimum student achievement.

Test scores for university entrance, for advanced placement programs and for all grade levels indicate that DoDDS students are among the best in the nation.



Kaiserslautern Military Community

Infrastructure

The Kaiserslautern Military Community encompasses over 1,150 square miles with 12 Army posts and 5 Air Force installations, 5 military family housing areas and 11 Department of Defense Dependent schools. Kaiserslautern Military Community personnel are stationed at Ramstein Air Base, Vogelweh, Kapaun, Einsiedlerhof and Sembach Annexes, Kleber, Daenner and Panzer Kasernes, Miesau Ammo Depot, Rhine Ordnance and Pulaski Barracks and Weilerbach Weapons Depot.

In the 50 years that Ramstein and related military facilities have existed, the mission of the host unit and many associate units have undergone fundamental changes. In addition, with the closure of Rhein-Main and the addition of new missions to

the Kaiserslautern Military Community, many structures are being modified or new facilities built. The 86th Civil Engineer Group is developing a Base Comprehensive Plan to add, renovate, improve or remove facilities to enhance the mission and to transform work and living conditions. The innovative and wide-ranging plan transforms the Kaiserslautern Military Community by centralizing mission areas, enhancing security and safety features, revising traffic flow, revamping the utility infrastructure and improving family housing, shopping and recreation areas.

The infrastructure of the Kaiserslautern Military Community is extensive with a total of 223 miles of water and sewer pipes, 106 miles of roads, 382,000 miles of telephone and network



Family housing on Ramstein undergoes renovations, July 8, 2002.



Children play at the Vogelweh family housing playground where new equipment was installed and opened July 3, 2002.

cable, 147,070 kilowatts of power and 1,646 buildings. There are 5,119 family housing units consisting of 2, 3 and 4 bedroom homes and 27 dormitories housing 1,600 single enlisted personnel. Temporary lodging facilities include 1,574 rooms and 140 TLF rooms located on 4 separate installations.

Included among the structures in the Kaiserslautern Military Community are three bowling centers, a golf course, rod and gun club, four fitness centers, an indoor skating rink, outdoor in-line and skateboard course, aircraft and vehicle maintenance facilities, a myriad of AAFES facilities, storage and marshalling areas, two community

centers, four chapel centers, two dining facilities, one flight kitchen, seven child development centers, three youth centers, two teen centers, three libraries, 3 club complexes, four auto skills centers, four postal service centers, an extensive communications structure and many office buildings.

Rhein-Main AB is co-located with Frankfurt International Airport near Frankfurt am Main, Germany and is managed and supported by the 469th Air Base Group (469 ABG). The 469 ABG supports 30 tenant units including the 726th Air Mobility Squadron, 362nd Air and Space Expeditionary Group, 16th Expeditionary Support Squadron, 64th Replacement Company, the Defense Courier Service and the Department of State. The operating area of Rhein-Main is approximately 460 acres. The infrastructure includes a total of 196 buildings (145 on the main base, 46 in Gateway Gardens and 5 at the Feldberg communications tower), 39 miles of water and

sewer pipes, 32 miles of roads, 19,595,708 kilowatts of power and 180 miles of telephone and network cable plant. There are 494 family housing units consisting of 1, 2, 3 and 4 bedroom homes (173 units are vacant). In addition, there are 12 dormitories (92 units) housing 124 single, enlisted personnel. Temporary lodging facilities include 285 rooms, 12 TLF rooms and 4 contingency lodging dormitories with 1,221 bed spaces. Rhein-Main has a bowling center, a gymnasium, aircraft and vehicle maintenance facilities, AAFES and Commissary facilities, storage and marshalling areas, a community center, a chapel center, a dining facility, a postal service center and many office buildings.

86th Airlift Wing

Mission Equipment

The 86th Airlift Wing is the largest in the Air Force and as a result has a wide range and large stock of equipment in all mission areas. This equipment is used to support customers throughout the European Command and Central Command areas of responsibility. From aircraft, to war reserve material, to com-

ing classified and unclassified traffic over voice, digital and video-conference services. Overall, this group reliably operates and maintains over 4,500 individual circuits on behalf of the Defense Information Systems Agency, a number of satellite communications systems, two Standardized Tactical Entry Point satellite communi-

General Aircraft Characteristics

Aircraft	Wingspan	Length	Height	Speed	Ceiling	Range	Crew	PAX	Cargo
C-37	93.6	96.5	26	500 kts	51,000'	6,300 mi	5	12	N/A
C-9	93.3	119.3	27.5	455 kts	37,000'	2,500 mi	8	40	N/A
C-20	78	88.4	24.6	576 kts	45,000'	4,850 mi	5	12	N/A
C-21	39.6	48.7	12.3	530 kts	45,000'	2,306 mi	2	8	N/A
C-130	132.5	99.5	38.5	300 kts	33,000'	3,000 mi	5	92	45,000

mand and control systems, to contingency response hardware, if a capability exists in the Air Force it probably exists in the 86th Airlift Wing.

The 86th Logistics Readiness Group maintains 2,975 vehicles, the largest fleet of vehicles in the Air Force to include staff cars, utility vans, buses, forklifts, aircraft loading equipment, HUMMVs and many civil engineering related vehicles including snow removal equipment. In addition, the 86th Materiel Maintenance Squadron stores and maintains over \$515M in war reserve materiel at US Air Forces in Europe's Central Region Storage Facility at Sanem, Luxembourg, and at five collocated operating bases in Norway.

The 86th Communications Group delivers worldwide communications services by provid-

cations hubs and elements of the Digital European Backbone. The 86 CG is European Command's Systems Control Facility of choice and as such maintains over 150 trunks in support of NORTHERN WATCH, SOUTHERN WATCH, JOINT FORGE, EAGLE EYE, DELIBERATE FORGE and BALKAN CALM to 15 worldwide locations, supporting 10,000 personnel. Locally, the 86 CG administers 18,000+ classified and unclassified customer network accounts facilitating access to the \$9M Kaiserslautern Enterprise Network. In addition to voice and data services, the 86 CG also maintains over 260 individual metrological and navigational aids to ensure North Atlantic Treaty Organization/US flight safety in 10 countries covering over one million square miles.

The 86th Maintenance Group ensures a full

spectrum of aircraft maintenance to fulfill the wing's airlift, contingency and support missions. It provides planning, scheduling, training and quality assurance for 1,000 personnel engaged in maintaining C-9, C-20, C-21, C-37 and C-130 aircraft and associated equipment. In addition, the 86 MXG supports off-equipment maintenance and aerospace ground equipment support to the largest en route location in the Air Mobility Command. Finally, this group oversees an \$1 billion weapons/munitions stockpile.

The 86th Contingency Response Group has a list of equipment as diverse as its 40 air force specialty codes. The 86th Air Mobility Squadron (AMS) is a lighter version of an Air Mobility Command Air Mobility Squadron. Its 21 multi- & special-purpose vehicles—valued at nearly \$5M—include 10,000-lb capacity all-terrain forklifts and heavy duty 4WD pickup trucks; variously equipped HUMMVs and numerous all-terrain vehicles. The 86 AMS was the first unit in European Command to receive the Air Force's newest cargo-moving equipment: the Halverson "Next Generation Small Loader." They maintain \$4M in communications and other high-value equipment to ensure seamless mobility-centric command and control with Headquarters, US Air Forces in Europe and Air Mobility Command. The 786 SFS operates 50 tactical- and general-purpose vehicles valued at over \$3M. They own an array of HUMMVs, 4WD and all-terrain vehicles to support force protection and civil-engineering efforts in support of base buildup. Additionally, their fleet includes several

busses, 2.5-ton trucks and other vehicles to support the in-garrison missions—primarily US Air Forces in Europe's Regional Training Center. The 786 SFS has an exceptional "reach back" communications capability and they maintain perhaps the most diverse and well-stocked armory of any small SFS unit in the USAF.



Members of the 86 CRG, unload equipment during their deployment to Manas International Airport located in Bishkek, Kyrgystan. The group is supporting Operation Enduring Freedom, preparing the airport for basing of follow-on forces.

Finally, the 86 CRG's Environmental Medicine Flight maintains more than \$300,000 worth of equipment—the full spectrum of radiation detection, industrial hygiene and environmental sampling equipment to deliver preventive medicine, radiological surveillance, industrial hygiene and public health support.

The 86th Medical Group (86 MDG)

maintains 69 war reserve material projects totaling \$15.5M and is responsible for 33 mobility personnel unit type codes, involving 244 personnel for deployment worldwide. Additionally, the 86 MDG manages the busiest Patient Movement Item Center with \$12M in equipment, supporting the aeromedical evacuation mission for Europe, Southwest Asia and Africa. As initial responders, Bioenvironmental Engineering of the 86 MDG employs a variety of surveillance instrumentation to monitor the air, water and surface for nuclear and chemical agents during emergency responses. They also have screening assays for various biological agent detection. In preparation for dealing with terrorism, the 86 MDG laboratory uses the ruggedized advance pathogen identification device (R.A.P.I.D.), a new detection instrument, for detection and identification of pathogens and biological threat agents.

Awards

The 86th Airlift Wing was an awarding winning organization in 2001 and 2002 as evidenced by the many unit and individual awards at the USAFE, Air Force and DoD levels. In 2001 alone, wing members earned 60 USAFE and 11 Air Force-level individual awards. Only a few of the 2002 awards have been announced; so far, wing members have earned one USAFE and three Air Force level individual awards.

2001 AIR FORCE- AND DoD-LEVEL AWARD WINNERS

UNIT	AWARD
86th Communications Group	Best Large Communications Organization (Maj Gen Harold M. McClelland Award)
786th Communications Squadron 86th Communications Group	Defense Information Systems Agency (DISA) Category V Transmission Media Organization
786th Security Forces Squadron 86th Contingency Response Group	Best Small Security Forces Squadron
86th Air Mobility Squadron 86th Contingency Response Group	Air Force Association Citation of Honor (2001 and 2002)
86th Logistics Group	Outstanding Logistics Support (General Thomas P. Gerrity Award)
86th Logistics Group (86th Logistics Readiness Group)	a. American Petroleum Institute Award - Best Fuels Flight b. Logistics Plans Unit c. Traffic Management Flight d. European Command - Best Customs Program
86th Services Squadron 86th Support Group	US Army In Europe Awards - Razz-Ma-Tazz Theater National Recreation and Parks Association Dorothy Mullen Award - Razz-Ma-Tazz Theater
86th Civil Engineering Group	a. White House Cycle Award – Environmental Flight b. DoD Installation Excellence - Fire Department c. DoD Installation Excellence - Explosive Ordnance Flight d. DoD Installation Excellence - Readiness Flight
Public Affairs Office 86th Airlift Wing	a. SAF/PA Director's Award For Special Achievement For Planned Single Event, Program Or Product – for support of the MTV Program b. SAF/PA Director's Award For Special Achievement In A Crisis Situation – Operation ENDURING FREEDOM's Humanitarian Airlift Operations

2001 USAFE-LEVEL AWARD WINNERS

UNIT	AWARD
786th Communications Squadron 86th Communications Group	a. Information Assurance Organization b. Category VII AUTODIN/DMS Organization c. Category X Facility Control Office
86th Communications Squadron 86th Communications Group	Category XII Defense Red Switch Network Organization
886th Communications Squadron 86th Communications Group	Category II Transmission Media Organization
86th Logistics Group (86th Logistics Readiness Group)	a. Vehicle Maintenance Flight b. Transportation Rodeo Champions
86th Aerospace Medical Squadron 86th Medical Group	a. Team Aerospace b. Health Promotion Best Large Base Program
86th Medical Support Squadron 86th Medical Group	a. Information Systems Team b. Medical Logistics Activity
86th Security Forces Squadron 86th Support Group	Best Security Forces Active Duty Large Unit
86th Services Squadron 86th Support Group	a. Best Large Services Squadron - (Curtis E. LeMay Award) b. Program Award - Readiness Section c. Program Award - Outdoor Recreation d. Program Award - Officer's Club
86th Operations Group	Verne Orr Award
37th Airlift Squadron 86th Operations Group	Commander's Trophy (Airlift/Tanker Category)
309th Airlift Squadron 86th Operations Group	Flight Safety Award
Detachment 3 86th Operations Group	Flight Safety Award
86th Civil Engineering Group	a. Environmental Resources Conservation Award b. Environmental Restoration Award, Flight c. Environmental Excellence Award, Team Excellence d. Environmental Restoration Award, Team Excellence
86th Mission Support Squadron 86th Support Group	Outstanding Middle-To-Large Central Civilian Personnel Flight
Chapel Staff 469th Air Base Group	Small Unit Chapel of the Year

2002 USAFE-LEVEL AWARD WINNERS

UNIT	AWARD
786th Communications Squadron 86th Communications Group	Communications and Information, Large Postal Facility
786th Communications Squadron 86th Communications Group	Category X Facility Control Office
86th Communications Squadron 86th Communications Group	a. Category VI-A DSN Switch Organization b. Category XII Defense Red Switch Network Organization
886th Communications Squadron 86th Communications Group	Category II Transmission Media Organization
86th Communications Group	Category V Transmission Media Organization
86th Communications Squadron 86th Communications Group	Maintenance Effectiveness Award
86th Civil Engineering Group	General Thomas D. White Environmental Award, Overseas Category
86th Logistics Readiness Squadron 86th Logistics Readiness Group	Daedalian and Supply Effectiveness Awards (Major General Warren R. Carter Awards)
86th Services Squadron 86th Mission Support Group	Food Service Excellence Award Multiple Facilities Category
86th Mission Support Squadron 86th Mission Support Group	Gerrit D. Foster Jr. Outstanding Military Personnel Flight Achievement Award
86th Mission Support Squadron 86th Mission Support Group	Nathan Altschuler Award for Excellence in Education Programs Category I: Education Services Center
86th Comptroller Squadron	Financial Management and Comptroller Organization of the Year
Financial Analysis Office 86th Comptroller Squadron	Financial Analysis Office of the Year
Chapel Staff 469th Air Base Group	Outstanding Chaplain Service Team Geographically Separated Unit
Public Affairs Office, 86th Airlift Wing	Public Affairs Director's Excellence Award for Media Relations
Crew of Herky 711 86th Operations Group	Mackey Trophy

2002 AIR FORCE- AND DoD-LEVEL AWARD WINNERS

UNIT	AWARD
Crew of KOO 03 86th Operations Group	Air Force Chief of Safety Aircrew of Distinction
75th Airlift Squadron 86th Operations Group	Flight Safety Award
86th Civil Engineer Group	Maj Gen Robert H. Curtin Award

With many more to come....

Readiness

Mission readiness is the key to success for every military organization in the Kaiserslautern Military Community and each has plans and programs to maintain a high state of readiness at all times. During late 2001 and throughout 2002, 86th Airlift Wing personnel proved their mission readiness through day-to-day operations, support to Air Expeditionary Force operations, deployments to other contingencies, exercises and inspections.

In October 2001, the United States Air Forces in Europe Inspector General conducted a periodic Nuclear Surety Inspection of the 86th Airlift Wing. Wing personnel performed perfectly during this time of elevated operations tempo resulting from the September 11th terrorist attacks, thus proving the wing's motto of "Courage Endures." Inspectors recognized one individual and one team for the Inspector General Award of Excellence and 13 individuals and 3 teams for the Inspector General Pat on the Back awards during the inspection. In 2003, the wing is prepared to undergo a nuclear surety inspection in addition to operational readiness and unit compliance inspections.

The Air Force's day-to-day mission philosophy is known as the Expeditionary Air Force and while inspections are a way to prove readiness, the real proof is in our expeditionary capabilities. The Air Expeditionary Force culture is fully ingrained in the 86th Airlift Wing readiness formula with 100% of all assigned military personnel against an Air Expeditionary Force cycle. Wing leadership emphasizes personal and family readiness through education, training and exercises to guarantee mission success, whether deployed in-place or to remote locations. The 86th Airlift Wing contributed 21% of its force to the Expeditionary Air Force during 2002.



Mission readiness can be described in myriad ways and in 2002, some of our performance standards included:

- Mission capability (MC) rate (average age of aircraft, 33.1 years):
 - C-9 MC rate: 89.4%
 - C-130 MC rate: 75.4%
- Air Traffic Control and Landing System availability (supported over 20,000 sorties): 99.8%
- Network services availability: 99.9%
- Telephone services availability: 99.9%
- Tons of mail delivered: 2,800 tons
- Nuclear, Biological and Chemical Defense, Disaster Preparedness and Readiness classes: 11,000 personnel trained annually
- Immunizations given: 25,246
- Preventive Health Assessments completed: 4,292
- Operation ENDURING FREEDOM patients moved: 1,662
- Drinking water samples collected/analyzed: 1,452
- Provided about 1.4 million hours of child care, 480,000 hours in Family Child Care homes and 642,000 hours of care in the School Age Programs in 2002
- Served 214,213 meals in two dining facilities; prepared 115,525 meals in the flight kitchen
- Sold 464,296 bednights in lodging
- Nonappropriated fund income figures for Fiscal Year 2002 included \$44,871,872 in the Morale, Welfare and Recreation Fund and \$14,247,296 in the Lodging Fund

Global Operations

Overall proof of 86th Airlift Wing and associate unit readiness was plainly evident during 2002 as all military organizations in the community participated in Operation ENDURING FREEDOM as well as in a multitude of operations and exercises throughout Europe, the Middle East and Africa. In fact, combat support elements of the civil engineering, mission support, maintenance, logistics readiness, security forces and medical groups as well as the 469th Air Base Group all sent teams and individuals worldwide to support exercises, operations and the war on terrorism.

Most notable during late 2001 and early 2002, was the combined effort of Air Force, Army and German Army personnel to airdrop food to the people of Afghanistan. The 86th Airlift Wing was the primary element of the 3rd Air Expeditionary Task Force which oversaw all operations related to this humanitarian mission. The 86th Logistics Group marshaled personnel and equipment to assemble, load and drop 66 tons and over 2.4 million meals during the operation. In addition, the Deployable Communications Team of the

86th Communications Group delivered communications services at Bourgas, Bulgaria, to the 100th Refueling Wing in support of the airdrops. Other Kaiserslautern Military Community organizations assisting in the effort included the 723d Air Mobility Squadron, the Army's 415th Base Support Battalion and 37th Transportation Command.

During Fiscal Year 2002, the Blue Tail Flies of the 37th Airlift Squadron, flew 380 combat sorties, accumulating over 2,200 hours, transporting 2,000+ personnel and delivering more than 400 tons of cargo. In particular, the 37th Airlift Squadron and other 86th Airlift Wing organizations were called into action to provide the noncombatant evacuation of 79 French citizens and 39 people from 7 other nations, including 8 United States citizens, when the political situations in the Ivory Coast and the Central African Republic reached their boiling points.

The 76th Airlift Squadron is the busiest flying squadron in the 86th Airlift Wing flying into 150+ civilian and military airports in the largest area of responsibility assigned to any operational support



airlift squadron. The squadron also provided support to five space shuttle operations by validating critical navigational instruments and procedures and monitoring emergency recovery sites during actual launch sequences. As combat enablers, the 76th Airlift Squadron supported over 20 missions, delivering sensitive/time-critical materials to regional analysis centers.

The 75th Airlift Squadron, the “Fighting Roos” teams with the 86th Aeromedical Evacuation Squadron and together they operate in one of the largest geographical areas in the world. The 75th Airlift Squadron and 86th Aeromedical Evacuation Squadron together completed the first-ever US Air Forces in Europe C-9A combat deployment in support of Operation ENDURING FREE-

DOM, which included the evacuation of 23 soldiers wounded in Operation ANACONDA in Afghanistan.

Approximately 75 members of the 86th Contingency Response Group with augmentation from other wing units, deployed to Bishkek, Kyrgyzstan—in support of Operation ENDURING FREEDOM. While there, they built the first-ever US Air Base in a former Soviet republic – Ganci Air Base – and significantly contributed to the prosecution of Operation ANACONDA. A few months later, 86th Contingency Response Group members again ventured into former Soviet territory – this time Azerbaijan – supporting the deployment of humanitarian de-mining teams to Nasosnaya, near the capital city of Baku.

86th Airlift Wing Global Operations

CHRONOLOGY OF MAJOR EVENTS

Mar 02:	Operation ANACONDA – US effort against terrorism in Afghanistan
Oct 01 – Sep 02:	Operation ENDURING FREEDOM – Global War against Terrorism
Oct 01 – Sep 02:	Operation JOINT FORGE – US peacekeeping effort in Bosnia
Oct 01 – Sep 02:	Operation SOUTHERN WATCH – deterrence of Iraqi aggression
Oct 01 – Sep 02:	Operation NORTHERN WATCH – to monitor Iraqi forces
Oct 01 – Sep 02:	Operation DELIBERATE FORCE – NATO peacekeeping effort in Bosnia
Oct 01 – Sep 02:	Partnership for Peace – security cooperation between NATO and partners
Oct 01 – Sep 02:	Operation FOCUS RELIEF – UN peacekeeping operations in Sierra Leone
Nov 01 – Dec 01:	Humanitarian Relief Operations in Afghanistan
Sep – Oct 02:	Exercise COOPERATIVE KEY – joint exercise in France
Apr 02:	Exercise COMBINED ENDEAVOR – free world’s largest comm exercise
May 02:	Exercise HUNGARIAN RESPONSE – Europe’s largest NEO exercise
Jul 02:	Exercise BLUE FOG – joint exercise in England
Aug 02:	Exercise MEDGLAG '02 – 3 Air Force humanitarian relief operation

Mission Information

Organization	Hours	Sorties	Aircraft	PAX	Cargo (Tons)
37th Airlift Squadron	4,947	1,844	C-130	4,441	2,800
75th Airlift Squadron	3,958	2,000	C-9	6,354	17
76th Airlift Squadron	5,991	3,030	C-9, C-20, C-21	1,697	6
309th Airlift Squadron	377	175	C-37	89	N/A
Detachment 3	1,937	980	C-21	635	3

Training and Exercises

The 86th Airlift Wing mission philosophy is not to use inspections to guarantee mission readiness but instead to prove readiness during inspections by executing the mission flawlessly. An aggressive schedule of training to ensure overall mission readiness coupled with wing-wide exercises guarantees the 86th Airlift Wing's ability to execute its mission as well as to shine during upcoming inspections in 2003 including a nuclear surety inspection, an operational readiness inspection and a unit compliance inspection.

86th Airlift Wing personnel participated in several Salty Atom exercises during 2002 to validate training, maintenance, movement, security and communications processes necessary to execute its nuclear surety mission. Salty

Atom exercises occur at least once a quarter. In addition to Salty Atom, the US Air Forces in Europe Inspector General conducted a nuclear surety staff assistance visit to help eliminate mission process inefficiencies and to improve the mission overall.

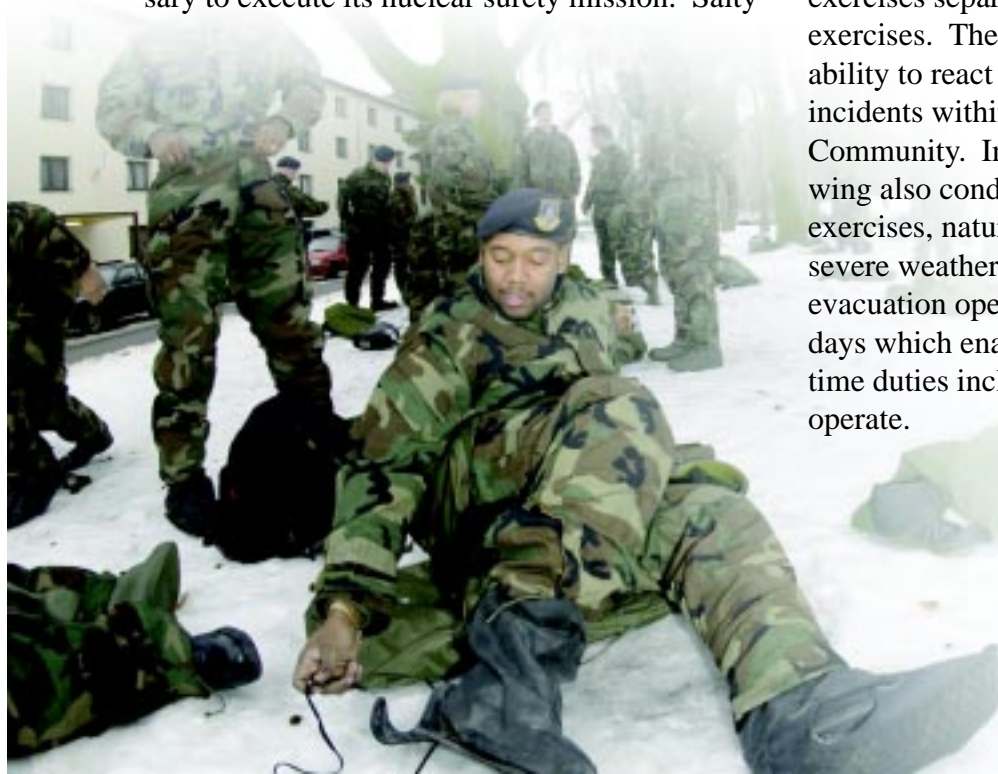
Training Information

Organization	Hours	Sorties
37th Airlift Squadron	4,190	1,496
75th Airlift Squadron	1,514	360
76th Airlift Squadron	2,765	1,276
309th Airlift Squadron	61	25
Detachment 3	1,150	532

Besides Salty Atom exercises, the 86th Airlift Wing also had four Ramstein Exercises, or RAMEXs, to validate mobility processes both for those potentially deploying worldwide and for those who operate the

passenger and cargo mobility marshalling processes. RAMEXs test mobility functions, the ability to survive and operate and the ability to setup base functions at a deployed location.

Furthermore, the 86th Airlift Wing also had several anti-terrorism/force protection (AT/FP) exercises separately or in conjunction with other exercises. These exercises enhance the Wing's ability to react and respond to real world terrorist incidents within the Kaiserslautern Military Community. In addition to AT/FP exercises, the wing also conducted major accident response exercises, natural disaster response exercises, severe weather exercises, a noncombatant evacuation operation table top and eight warrior days which enabled wing units to train on war-time duties including the ability to survive and operate.



Military Construction

In the 50 years that Ramstein and related military facilities have existed, the mission of the host unit and many associate units have undergone fundamental changes. In fact, in just the last 10 years, base infrastructure and real property were converted as practical to accommodate the significant mission change from a fighter base to an airlift wing. In addition, with the closure of Rhein-Main and the addition of new missions to the Kaiserslautern Military Community, many structures are being modified or new facilities built. The Base Comprehensive Plan is a 50-year program to functionally realign, add, renovate, improve, or remove facilities to enhance the mission and to transform work and living conditions. The innovative and wide-ranging plan transforms the Kaiserslautern Military Community by centralizing mission areas, enhancing security and safety features, revising traffic flow, revamping the utility infrastructure and renovating family housing, shopping and recreation areas. The plan is flexible and allows for the beddown of new missions and continuous improvement and maintenance of existing infrastructure while facilitating transition to new facilities and workcenters. In short, the plan guarantees our goal to improve quality of life and to incorporate People First programs into our day-to-day operations.

Real Property Maintenance

Maintenance and repair of existing facilities in the Kaiserslautern Military Community are funded from the operations and maintenance (O&M) account. The O&M account funding has been relatively stable throughout the past 5 years with the average yearly funding in the O&M account at over \$43M. In Fiscal Year 1999 the account saw a noticeable increase of \$17M over the previous year.

Another on-going project is the combat information transport system (CITS) program

designed to improve network infrastructure throughout the Kaiserslautern Military Community. A total of \$26M will be spent on CITS with \$17M of that being spent in this last phase, scheduled to be completed in Fiscal Year 2004.



Family housing at Ramstein undergoes renovations.

The new infrastructure will bring improvements in network reliability, maintainability and availability for all Kaiserslautern Enterprise Network customers.

Environment

Ramstein Air Base's environmental program illustrates how hard work combined with efficient management produces an outstanding program. Ramstein has one of the Air Force's largest restoration programs with 220 total sites including 42 under restoration and 13 complete with a yearly budget of approximately \$6M. Our solid waste management program, including three customer conscious recycling centers and an aggressive recycling program, resulted in a 34% diversion rate from our solid waste stream meeting the downward-directed 2002 goal. These waste management efforts earned the flight the 2001 White House Closing the Circle Award from President Bush making the flight one of five of the Air Force recipients of the prestigious federal government award. These and many other innovative natural resources

efforts, environmental compliance and assessment management program (ECAMP) initiatives and community activities have resulted in many awards. Most recently, our programs won four from USAFE to include the General Thomas D. White Environmental Restoration Award, Environmental Quality Award (Overseas), Pollution Prevention Award for Team Excellence and Pollution Prevention Award for 2002.

Self-Help Program

The self-help program allows building managers to improve their facilities while freeing the CE craftsman for more technical work. The Self-Help Center's Fiscal Year 2002 budget was \$800K; \$600K for 62 work orders and \$200K for across-the-counter material issues. Center personnel provide materials and technical expertise making self-help a force multiplier, morale booster and quality of life improver. All organizations accomplish spring and fall cleanup with support from the Self-Help Center with rakes, bags, brooms and power washers – a success every time.

The **Transportation Squadron** completed a banner \$16.6K renovation of admin areas and distinguished visitor garage parking to include carpet, ceilings, paneling and laminate floor.

Supply's Individual Equipment Unit expanded their customer service area. Now it has more room to display items and looks like a downtown clothing store.

Education Office Improvements. Personnel of the education office, with the help of members of the school staffs', completed a self-help project by painting the entire office com-

plex using 40 10-liter buckets of paint. Facility enhancements also included the complete removal and replacement of all carpet with new carpeting or laminate. These efforts were the first major step towards renovating customer service areas and dramatically improved all office areas.

Network Training Center and Help Desk Improvements. Personnel of the 786th Communications Squadron a) built several classrooms from space formerly used as a warehouse to provide a state-of-the-art classroom for training to newly assigned network operations personnel and b) added a dropped ceiling and carpeting to improve workcenter quality of life for network help desk personnel. These are the first steps towards conversion of more of the warehouse to a larger training facility which will be used to

train all Kaiserslautern Military Community unit network professionals, work group managers and electronics records experts.



Construction on the Woodlawn Golf Course Clubhouse.



Ramstein Air Base undergoes road construction near the west gate of the base as a part of the Rhein-Main Transition Project.

Military Construction Projects

1. CONTINGENCY RESPONSE GROUP

HEADQUARTERS

Cost: \$4.7M

Constructs a headquarters facility to accommodate command, administration, intelligence, planning and communications functions for the newly activated 86th Contingency Response Group, the first rapid deployment unit of its kind.

2. CRASH FIRE STATION III

Cost: \$0.8M

Constructs a crash fire station to provide fire protection for aircraft crash rescue and munitions storage area operations on the southside of the Ramstein flightline.

3. AIR FREIGHT TERMINAL

Cost: \$9.2M

Provides an adequately sized and configured freight terminal to support Ramstein AB as the centralized airlift hub for the European region. \$9.2M MILCON/ \$13.1M NATO/PIK funds.

4. UPGRADE WESTSIDE UTILITIES

Cost: \$2.8M

Provides necessary utility infrastructure on the westside of Ramstein Air Base for the future construction of Rhein-Main Transition Program facilities.

5. 1st COMBAT COMMUNICATIONS, PHASE

Cost: \$15.1M

Provides adequate facilities for the 1st Combat Communications Squadron in support of its mission to rapidly provide

deployable communications and air traffic control services throughout Europe, Africa and the Middle East.

6. DORMITORY

Cost: \$9.1M

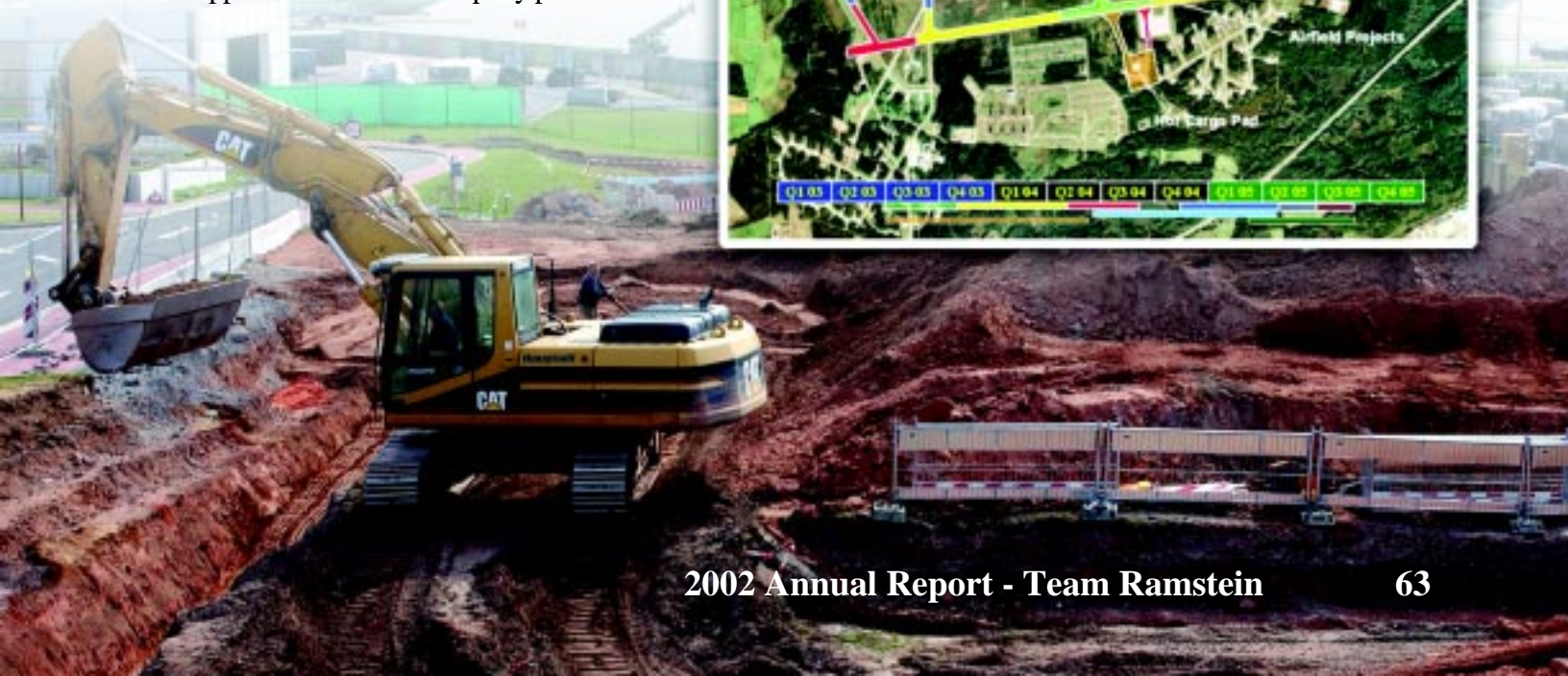
Constructs a 120-person dormitory to rectify a shortfall identified in 1989 Dorm Master Plan, as well as providing unaccompanied enlisted personnel with housing conducive to their proper rest, relaxation and personal well being in accordance with the 1+1 standard.

7. DEPARTMENT OF STATE

(DoS) WAREHOUSE

Cost: \$2.0M

Constructs a facility to provide staging space for DoS personnel and equipment, as well as for a central receiving and distribution point for cargo destined for US embassies and consulates in the European, South-west Asian and African theaters.



8. TRUCK SECURITY INSPECTION STATION

Cost: \$1.6M

Constructs an adequately sized and configured large vehicle security inspection station at one of several entry control points of Ramstein AB, for security inspections of all kind of large vehicles entering the base in accordance with antiterrorism force protection measures and standards.

9. FLEET SERVICE/IN-FLIGHT KITCHEN

Cost: \$7.2M

Relocation and replacement of the existing facilities is required to transfer strategic airlift capability from Rhein-Main Air Base to Ramstein Air Base and to maintain operational efficiency of Ramstein Air Base as an airlift hub for the European theater of operations.

10. PASSENGER TERMINAL ANNEX

Cost: \$17.2M

Constructs a passenger terminal and associated passenger reception facility adjacent to the main facility, with a wide, well marked feeder road to effectively transfer the overall passenger/troop processing capability from Rhein-Main to Ramstein.

11. KAISERSLAUTERN MILITARY COMMUNITY CENTER SUPPORT

Cost: \$21.3M

Constructs secondary roads, relocates utilities and provide communications infrastructure, as well as the construction of two theaters, bank, credit union, bus-plaza and multi-story parking structure in conjunction with the new Kaiserslautern Military Community Center on Ramstein.

12. VEHICLE MAINTENANCE FACILITY

Cost: \$8.0M

Provides a protected facility for maintenance and repair of fleet vehicles, including combat vehicles, as well as a wash-rack to remove road salt, mud and dirt that cause corrosion.

13. 1ST COMBAT COMMUNICATIONS, PHASE 2

Cost: \$17.2M

Provides adequate facilities for the 1st Combat Communications Squadron in support of its mission to rapidly provide deployable communications and air traffic control services throughout Europe, Africa and the Middle East. Completes the transition of the 1 CCSQ out of the N/E Area and provides space for Ramp 1, Phases 2 & 3. This phase provides vehicle and equipment maintenance space as well as some administration space.

14. FITNESS CENTER ANNEX

Cost: \$14.4M

A modern, fitness center is required to support the Air Force emphasis on mandatory fitness for all personnel. Project will provide cardiovascular, weight lifting, racquetball and aerobics areas.

15. RAMP 1, PHASE 2

Cost: \$23.6M

Constructs a 77,000 sm concrete apron for 10 C-130's, to include striping, lighting and fire hydrants. The pavement provides space for adequate aircraft parking, servicing and loading of tactical transport aircraft. A 4-phase project resulting in a total of 32 aircraft parking spaces.

16. CES MIDFIELD COMPLEX (AIRFIELD MAINTENANCE)

Cost: \$6.95M

Constructs a facility to provide space for covered storage of equipment and material used to maintain and repair Ramstein airfield pavements. In addition, this facility provides for maintenance and minor repair of heavy snow removal equipment, as well as aircraft arresting systems components.



**KAISERSLAUTERN MILITARY
COMMUNITY CENTER**

Education

Education opportunities abound in the Kaiserslautern Military Community with degree programs offered by the University of Maryland, Embry-Riddle Aeronautical University, City College of Chicago and Oklahoma University in 13 (and an additional 66 Community College of the Air Force) associate, 23 baccalaureate, 11 masters and 1 Ph.D. programs. Education opportunities in the Rhein-Main community include 3 colleges and universities offering over 15 associate, 30 baccalaureate (including a BS in Computer Studies) and 5 masters programs. Over 250 personnel at Ramstein and 17 at Rhein-Main were awarded their Community College of the Air Force degrees in 40 specialty areas.

In 2002, the Air Force spent \$2,133,872 for active duty tuition assistance at Ramstein and \$113,211 at Rhein-Main, up 5% and 23% respectively from Fiscal Year 2001, supporting over 6,700 active duty enrollments, with a total of 384 graduates. This represented a slight 1% increase in courses taken at Ramstein and an increase of 19% at Rhein-Main over the previous fiscal year. Beginning in Fiscal Year 2003, the Air Force funded 100% tuition and as a result, October active duty enrollments alone skyrocketed from 891 in Fiscal Year 2002 to 1,651 in Fiscal Year 2003.

At Ramstein, approximately 1,167 officer and enlisted spouses enrolled in courses and

received \$200,872 in tuition support through the Spouses Tuition Assistance Program while \$12,588 was similarly spent at Rhein-Main.

Also in Fiscal Year 2002, despite the high deployment and personnel tempo rate, 788 Air Force personnel graduated from a professional military education (PME) course. This included seminar and correspondence enrollments into Air War College; Air Command and Staff College enrollments through the “cyber” program, seminar and correspondence; Squadron Officer School by correspondence; and Senior Noncommissioned Officer Course 5 enrollments. At Rhein-Main, 68 PME

course exams were administered with 7 personnel graduating.

Nearly 1,100 personnel at Ramstein and 24 at Rhein-Main completed upgrade training through AFIADL Specialized Career Development Course enrollments. Similarly, 735 personnel from associate units of the Kaiserslautern Military Community also graduated from upgrade training, professional military education or a degree program.

In short, education and training programs are key to retention and transformation. Leadership in the Kaiserslautern Military Community encourages all personnel to take advantage of these great programs.



Demetrical Brown, a University of Maryland College field representative, assist AIC Robyn Dorocak of the 86 AW Public Affairs Office with academic decisions at the education center.

Human Resources

The 86th Airlift Wing and Kaiserslautern Military Community have many programs to further quality of life and mission capabilities through medical, family support and education and training programs.

TRICARE, the DoD-wide healthcare program, continued to improve and expand and is offered as TRICARE Prime, TRICARE Plus and TRICARE Standard through the 86th Medical Group. In October 2002, TRICARE On-line had a flawless start up. Through TRICARE On-line, patients can book appointments from their computers at home, improving access to care. TRICARE collaborates with Landstuhl Regional Medical Center, other military medical treatment facilities, civilian medical facilities, civilian providers and TRICARE Europe in arranging routine specialty care for beneficiaries. The TRICARE Service Center staff strives for nothing less than 100 percent customer satisfaction.

The 86th Medical Group continued to enhance force readiness by optimizing quality health care and preventive services. The cornerstone of optimization is **Primary Care Manager (PCM)** by Name, a consistent therapeutic relationship between patient and PCM team – the reincarnation of the country doctor! Each TRICARE prime

enrollee is assigned a specific PCM team. This one-on-one relationship between PCM team and patient is the foundation of a high quality, prevention-oriented, continuous and coordinated health care. Currently, 76% of the patient population knows their PCM team and overall, satisfaction with health care continues to remain consistently very high.

The family support center has a number of programs designed to improve the quality of life for all personnel: **Heart Link, First Look, Family Readiness, Hearts Apart, Time for Tots Program** and “**Our House**”.

The **Heart Link** program, at both Ramstein and Rhein-Main, is an orientation program designed to “blue” spouses new to the Air Force. During this day-long interactive program, spouses learn about protocol, finance, benefits and base



agencies that provide a variety of services. These key support organizations describe the services they provide, contact information, location and hours.

First Look is a web-based effort to provide information to those who are moving to the Kaiserslautern Military Community. This system continues to grow and besides information about the community, an inbound family can sign up for a mailbox, download forms, find out about employment and peruse recreational opportunities.

Heart's Apart is a non-clinical support group for family members of deployed personnel. Meetings are held the first Tuesday and Wednesday of each month at the Ramstein Family Support Center. Family members separated from the active duty member due to military duties are invited to share time in a social setting with other families in similar circumstances. This group supports those families of deployed personnel or of personnel serving in remote locations.

The Time for Tots Program Center at Rhein-Main is an interactive center at which parents and tots up to 6 years of age meet and play. Family support center staff also facilitates monthly meetings on parenting and a variety of other subjects. The center hosted two field trips held during 2002 to the Petting Zoo and Garden show. Over 50 parents and 90 children participate weekly.



Family Readiness is critical to mission success. Prior to deployment, the Family Readiness team provides deployment preparation packages, unit, individual and family briefings and assists with family care plans. During deployments, the team serves as a liaison between military members and families and provides morale telephone and VTC calls and email access. Finally, the team can assist with the any challenges that might arise during the post-deployment reunion process.

“Our House”, sponsored by the Rhein-Main community, is an apartment renovated for community activities in the housing area. The community spouses club donated \$2,000 to upgrade and make a two-bedroom apartment into a functioning center for classes and activities. The largest bedroom was converted to an online computer center and a classroom to help spouses upgrade their computer knowledge with interactive tools. A myriad of classes and functions have been held here including cultural, cooking, quilting, University of Oklahoma and Heart Link events.

Budget and Economic Impact

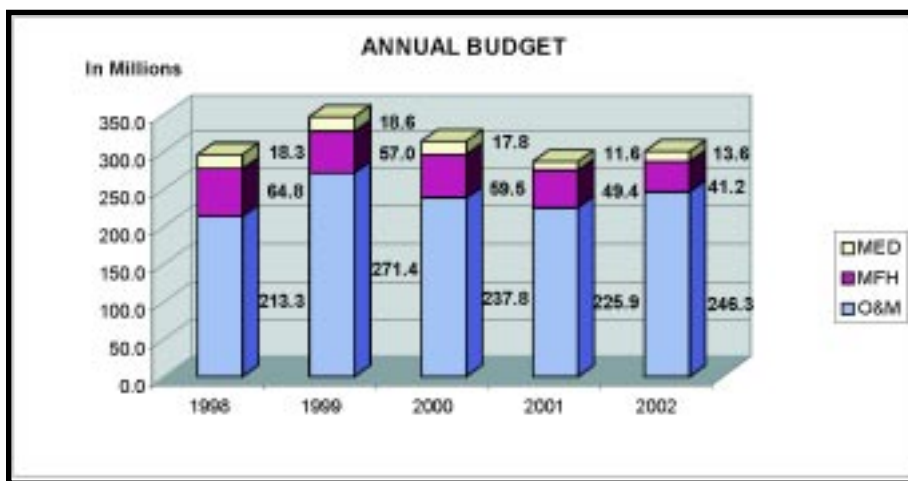
Annual Operating Budget

The 86th Airlift Wing's funding profile for the period Fiscal Year 1998-2002 illustrates the three major appropriations executed at the wing, including operations and maintenance (O&M), defense health program (Medical) and military family housing (MFH). These programs support the basic annual operat-

1998 levels. Since Fiscal Year 1999, we have maintained spending levels of approximately \$45M per year.

Air Force Military Construction (MILCON). New construction projects funded within this appropriation are individually ap-

proved by Congress. The Kaiserslautern Military Community has enjoyed considerable improvement in military construction funding resulting in significant quality of life benefits in terms of both the workplace and family. These numbers do not include construction dollars associated with the Rhein-Main Transition Program.



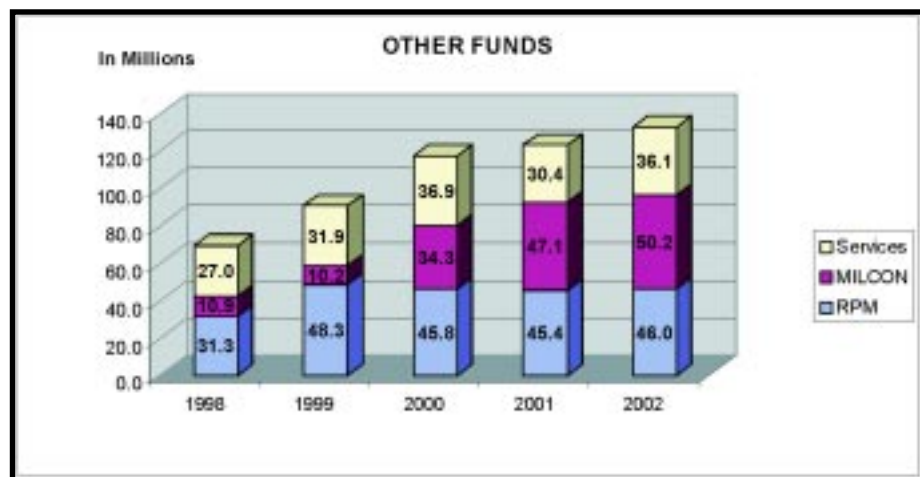
ing expenditures (as opposed to capital or investment expenditures) associated with the wing. As such, military construction funds are not reflected in these figures.

Service Contracts. The highly successful operation of the Kaiserslautern Military Community could not be accomplished without a strong partnership with the local business community. This bond is underscored by our annual service contract expenditures. In Fiscal Year 2002, we

Interest Areas

Real Property

Maintenance. In terms of funding, maintenance and repair of existing facilities in the Kaiserslautern Military Community continued at a moderate level throughout the period with the exception of Fiscal Year 1999 when we saw a noticeable increase of \$17M from Fiscal Year



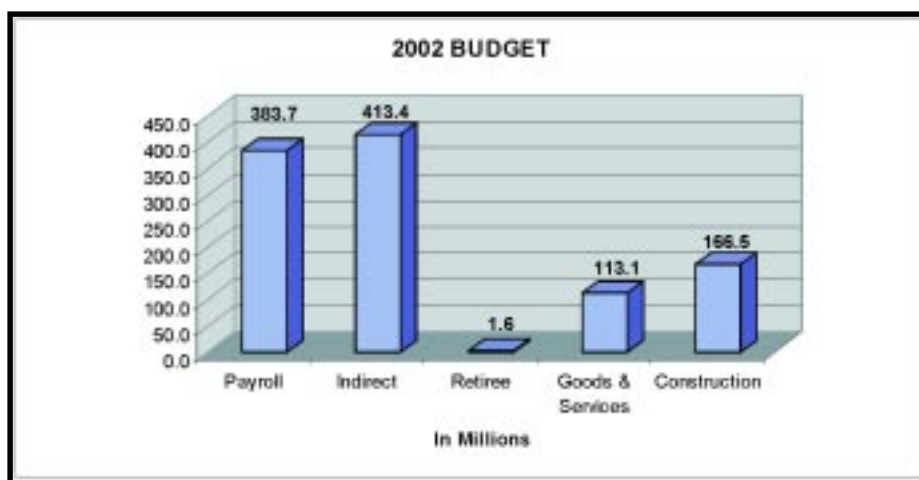
dedicated about 12% of our operating budget to these mission essential services, which include grounds maintenance, refuse collection, custodial services and others.

Economic Impact

The Kaiserslautern Military Community plays a vital role in the area's economy with an economic impact of approximately \$1,077M annually.

Assigned to the Kaiserslautern Military Community are over 14,000 military, 6,700 US civilian and 6,000 host nation civilian personnel with a total payroll of more than \$930M. Of the \$930M, about \$383M is spent on the local economy. Furthermore, the economic power of the Kaiserslautern Military Community stimulated over 12,700 indirect jobs amounting to a payroll of approximately \$413M in the local economy.

The Kaiserslautern Military Community's economic impact is not measured only in terms of employee and indirect payroll. Successful accomplishment of the community's missions relies on a strong, vibrant partnership between the Kaiserslautern Military Community and the local community. Our day-to-day mission operations require close cooperation with local



businesses and industry. This cooperative effort is reflected in a diverse array of support contracts, goods and services and construction capability from the local area the economic value of which exceeds \$280M.



Local Military Support for the Community

Members of the Kaiserslautern Military Community are dedicated to fostering strong military-community relations and worked extensively during 2002 to develop an even stronger relationship by participating in innumerable local activities. Personnel volunteered their time for such things as Special Olympics, scouting, fund raising for local orphanages and other charity benefits as either participants or volunteers. These and many other opportunities provide a forum for interaction between Americans living overseas and local German citizens. This interaction in turn helps establish key partnerships to achieve common goals such as a strong military, a secure environment and a fulfilling lifestyle.

In 2002, the Kaiserslautern Military Community and the city of Kaiserslautern partnered to establish the German-American Community Office. This initiative, in partnership with the Lord Mayor of Kaiserslautern, is to provide a central liaison office to serve German and American

citizens in the greater region. The office will be staffed with employees from the City of Kaiserslautern and the Kaiserslautern Military Community and will open in February 2003.

In addition to special events, German and American leaders have a strong interest in the health of the environment. One goal is to turn the Kaiserslautern Military Community into "Tree City USA" and as a result, October 30 was proclaimed Arbor Day. Raising money for the 2002 event was a truly joint effort as the German government and US Air Force together provided 12,000 Euro for the project.

The USAFE Band, based at Sembach Annex, performs many concerts in the greater region, which are scheduled through the Wing Host Nation Office. Two of the traditional events are the German-American Christmas Concert in Ramstein-Miesenbach where the band performed with the Ramstein Men's Chorus for the 20th concert in 2002 as well as the

Kaiserslautern Military Community Christmas concert in Kaiserslautern, which draws such a crowd that the main rehearsal was opened up to the public in an effort to accommodate all of the citizens wanting to attend. The concert hall was full both nights, totaling 1,600 people in the audience.

The 86th Airlift Wing also annually supports the Kaiserslautern Garden Fair, an event running from April to October. In 2002,





the number of American visitors increased greatly.

Another major event traditionally supported by the wing was the State Fair in 2002 in Zweibrücken. During this annual 3-day event hosted by the Minister President of Rheinland-Pfalz, cities and counties of the state as well as major agencies display their capabilities and regional specialties. This includes performances, food, drink, handicraft, entertainment and a wide variety of exhibits. Attendance totals well over 200,000 every year.

A standard but highly sought after program offered by the wing's host nation office is the tour program for visitor groups from all walks of life throughout Europe. The program is tailored to each group's requirements and averages about two to four tours per week depending on the season.

At Rhein-Main, the 469th Air Base Group (469 ABG) Services Division sponsored the Rhein-Main Rodeo attended by approximately 5,000 base and local citizens. The Rodeo consisted of nine

shows over two weekends in June. Several local area businesses joined the event as commercial sponsors and Youth Flight and private organizations ran the food operations.

The 469 ABG also hosted a Civic Leaders' Visit by 19 local mayors and community leaders for a tour of the base and a C-5 and C-17, briefings by the 469 ABG and 362nd Air Expeditionary Group commanders and a Texas-style Barbecue lunch at the Zeppelinhaus (Consolidated Club).

The Rhein-Main Chapel reached out to the Rhein-Main community and transient personnel supporting Operation ENDURING FREEDOM by opening "Das Kaffee Haus," an outreach ministry and mission support to all singles and unaccompanied troops. Das Kaffee Haus provides a smoke and alcohol free environment and is open weekdays, staffed by a combination of Chapel active duty and contracted staff as well as volunteers from both the Catholic and Protestant Parishes. Over 1,600 personnel from all branches of the service as well as civilian contractors have visited Das Kaffee Haus.

Community Support for the Kaiserslautern Military Community

The Kaiserslautern Military Community and its members received as much, if not more, from the community than it gave. In fact, each and every day, local communities, citizens and organizations have a direct and positive impact on the success of the 86th Airlift Wing and associate units. During 2002, efforts to enhance the relationship included programs or plans in a number of areas including security, safety and quality of life.

The Kaiserslautern Military Community mutual aid plan is an example of the positive support offered by the community. This plan describes supplemental support to our first responders in the event of fire, natural disaster, or accident thus guaranteeing the safety and welfare of all.

Concern for American military members was clearly evident after 9/11. Germans conveyed their solidarity by sending hundreds of letters, wreaths

and flowers to local military units. In addition, many church services and demonstrations were held in surrounding communities to show support and respect for American citizens.

In March 2001, the German Armed Forces performed a Grand Tattoo Ceremony in recognition of the 50th Anniversary of Ramstein Air Base. Nearly 1,000 attended this prestigious and truly special event usually reserved for German heads of state.

Cultural events in the area are always greatly appreciated by members of the Kaiserslautern Military Community. Such events include the annual Rheinland-Pfalz State Fair, German-American public markets, the Kaiserslautern Garden Fair and numerous museum exhibits. Many of these are offered at low or no cost to American families and school classes.



German citizens march from Ramstein Village to Ramstein AB, Sep 14, 2001. Immediately following the march, wreaths flowers and candles are laid at the west gate as a show of support for the victims of the terrorist attacks in the United States on Sep 11, 2001.

The Kaiserslautern Military Community is grateful for the tremendous support we have received from all of our neighbors!



World's Greatest Airlift Wing: The Gateway to Peace

As we begin 2003, it's important to set the direction for the future of the 86th Airlift Wing and Kaiserslautern Military Community. While knowing who we are and where we've been is important, it's critical to have a vision – or a preferred future. To build the vision into reality takes planning, purpose and focus to which we are committed. Our vision for the future is that the 86th Airlift Wing and Kaiserslautern Military Community will develop into the Gateway to Peace.

quality force of professionals. We will:

- Become the benchmark military community in the Department of Defense.
- Develop and maintain the highest quality workforce – trained, educated, skilled, motivated – award winning and unmatched.
- Emerge as a center of transformation – in all areas of the mission, the community and quality of life.
- Continue to be strong advocates for and good stewards of the environment.
- Achieve premier status as an international model for military community relations.
- Instill an expeditionary culture of readiness into all programs, plans and operations.



To achieve our vision, we will work as one to improve our infrastructure, transform our capabilities, leverage technology and information and enhance personal, workcenter and family readiness. We'll achieve the vision by focusing on mission performance, delivering world-class service and ensuring the highest

Because the 86th Airlift Wing and associate units are central to the support of units and operations in the Kaiserslautern Military Community, at deployed locations and transiting the community, our transformation and attainment of the vision are critical to operations in the European Command area of responsibility. Furthermore, closure of Rhein-Main Air Base, the influx of new missions into the Kaiserslautern Military Community and sustainment of on-going missions requires new thinking and approaches. The vision is central to all efforts in the 86th Airlift Wing and Kaiserslautern Military Community. Our realization of the vision will indeed result in transformation to the Gateway of Peace.

Strategy

With our vision for the future stated, our journey will only be successful if we follow a strategy of:

- Total commitment of Kaiserslautern Military Community leadership to achieving the vision;
- Effective communication of the vision and the plan to achieve the vision;
- Enhancing quality of life through a people and family first focus;
- Creating opportunities for our people to improve through training and education thus ensuring a world-class workforce;
- Implementation of a performance management program to baseline mission performance and to work towards productivity and process

86th Airlift Wing and Kaiserslautern Military Community Goals

Goal 1: MISSION FOCUS – We provide superior airlift, command and control, medical and combat support in the endeavor to keep America safe.

The 86th Airlift Wing and associate units will conduct assigned missions in such a manner that identifies us as the Gateway to Peace. Through constant attention to mission planning, process improvement and customer satisfaction, we will continue to effectively and efficiently support units and operations in the Kaiserslautern Military

Community, at deployed locations and transiting the community. Our readiness and expeditionary focus have resulted in the development of a light, lean and instantly responsive force – we will continue to investigate ways to further improve in each of these areas.

Goal 2: PEOPLE FIRST –

People are our #1 priority. Simply put, if we take care of the people, they'll take care of the mission.

Our workforce and their families are critical to our ability to conduct light, lean and proactive operations in an expeditionary environment and towards bringing about a transformation through innovation. We will develop "People First" programs to support personnel education and training and family readiness. Retention is key to the mission and transformation; "People First"

- improvements;
- Focusing on continuous improvement;
 - Leveraging the use of technology and information systems.

All members of the Kaiserslautern Military Community are committed to transforming this vision into the day-to-day plans, operations, plans and programs necessary for our future.

programs will also be geared towards quality of life initiatives for workcenters and the family.

Goal 3: TRANSFORMATION – We will transform and adapt our abilities and the way in which we accomplish the mission by incorporating state-of-the-art tactics and techniques.

While 86th Airlift Wing and associate units are now responsive, light and lean, innovation and adaptation are still necessary to exploit new technology, tactics and techniques. Implementation of Performance Management and long-range infrastructure improvement plans combined with an emphasis on readiness through exercises and training will result in our ability to identify shortfalls and opportunities. Then, through aggressive planning and programming, we will eliminate shortfalls and take advantage of the opportunities. Only then can we minimize mission risk and continue to adapt to an ever-changing mission environment.

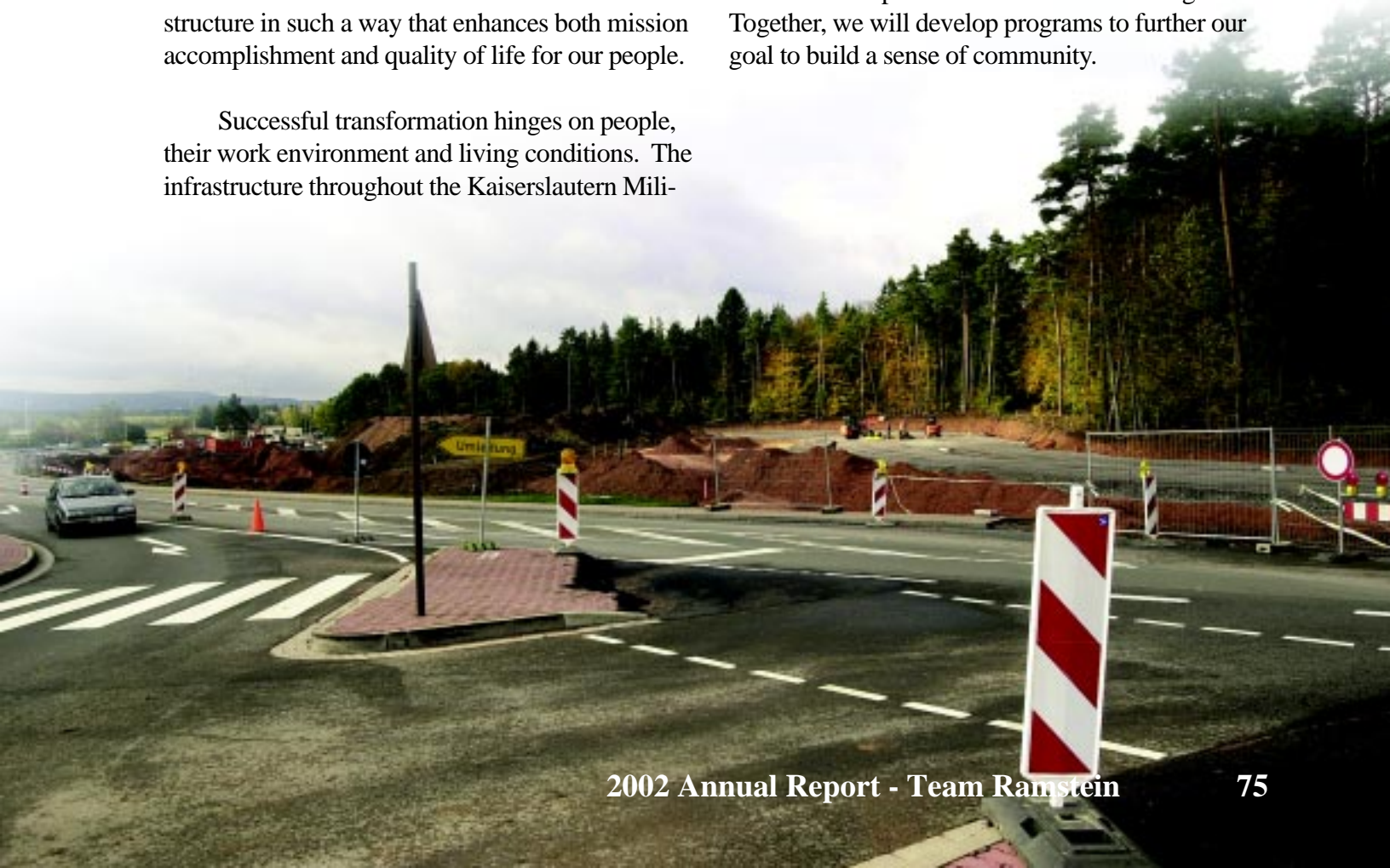
Goal 4: INFRASTRUCTURE IMPROVEMENT – We will build and maintain our infrastructure in such a way that enhances both mission accomplishment and quality of life for our people.

Successful transformation hinges on people, their work environment and living conditions. The infrastructure throughout the Kaiserslautern Mili-

tary Community must be adapted to incorporate our “People First” programs, expeditionary mindset, readiness focus and transformation plans. Additionally, as new missions beddown in and Rhein-Main missions transfer to the Kaiserslautern Military Community, infrastructure must be renovated, added and improved. In short, the physical plant, facilities, workcenter and family support infrastructure must all be adapted and improved as we transform.

Goal 5: COMMUNITY RELATIONS – We will reach out to build a sense of community and as a community, we will collaboratively tackle the issues and meet the challenges that lay ahead.

The 86th Airlift Wing and Kaiserslautern Military Community cannot succeed nor transform without support from our partners in local communities. Local communities provide a well-educated and highly motivated workforce, support our personnel through cultural programs, offer affordable, safe and secure housing, work with us to protect our people and their families, celebrate with us in our triumphs and care for us when we grieve. Together, we will develop programs to further our goal to build a sense of community.



Chief of Staff Survey Results

A primary tool for focusing on “People First” is the 2002 Chief of Staff of the Air Force Organization Climate Survey. More than 4,237 Air Force active duty and civilians spoke their mind about issues affecting their day-to-day work in the 86th Airlift Wing. Results of the survey, which ran January 22 to March 8, 2002, were sent to commanders Air Force wide on May 24 and 86th Airlift Wing commanders briefed their organizations on the results by the end of June. The survey consisted of 13 interest areas, scored on a 1-6 scale where participants rated questions from “strongly disagreed” to “strongly agreed.”

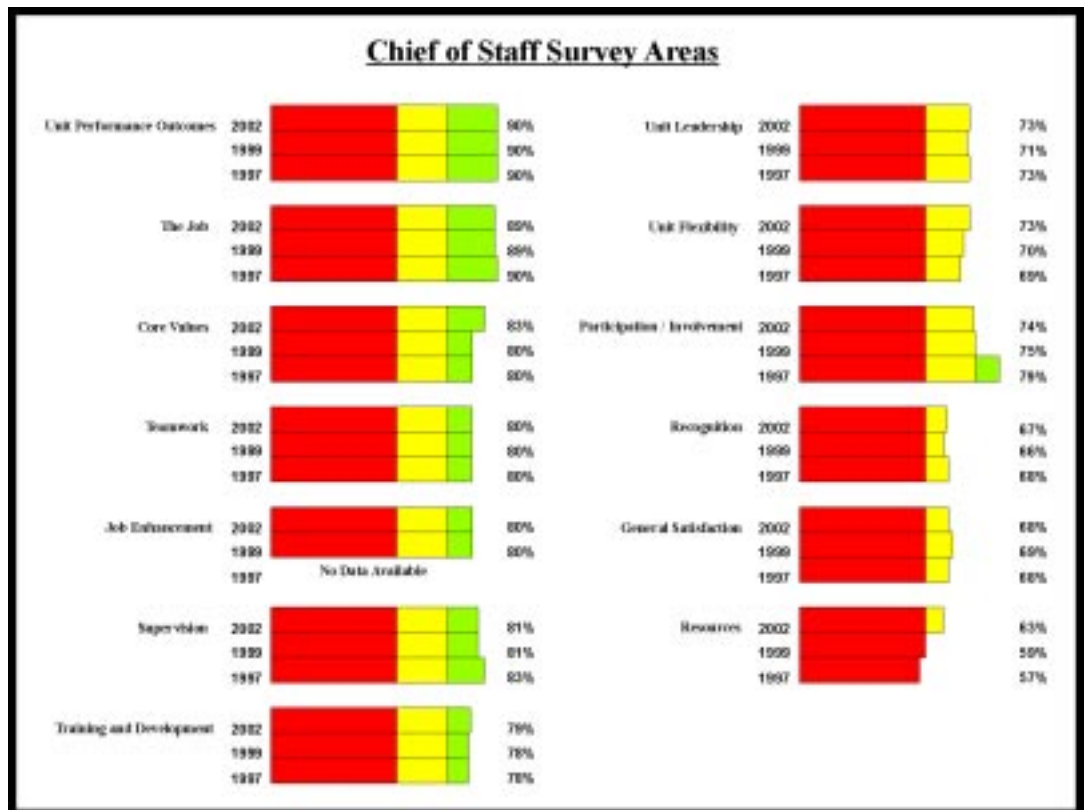
In the highest-rated area, unit performance outcomes (90%) – respondents agreed they are getting the mission done and are doing it well. The area rated second highest was jobs, at 89 percent, which indicates people find their jobs motivating, important, interesting and challenging. Only three areas dipped below 70%: general satisfaction (68%), recognition (67%) and resources (63%).

Besides 2002 data, the chart on the right shows results from 1997 and 1999. In general, the 2002 results were very similar to the previous two surveys. One area, participation/involvement, had a slight downward

trend and two categories, unit flexibility and resources, had good upward trends.

Responses to the seven US Air Forces in Europe focus questions resulted in four areas below 70%: retention (69%), pre-PCS assistance (60%), Expeditionary Air Force stability (54%) and operations/personnel tempo (60%).

Wing leadership is looking at ways to improve through quality of life, process, resourcing and education and training improvements in each of the Chief of Staff and US Air Forces in Europe focus areas. On a periodic basis, questions directly from the survey are posed to wing members through the email system to determine if efforts to improve are successful. Overall, most areas are improving slightly indicating that leadership efforts are meeting with success.



Special Projects

Base Communications and Information Comprehensive Plan (Comm Blueprint). Much of the communications infrastructure in the Kaiserslautern Military Community has been neglected over time resulting in deteriorating air traffic control and navigation systems, copper plants and radio infrastructure. In addition, command and control processes and day-day operations depend on a robust communications infrastructure. Programs such as the performance management initiative hinge on information technology to gather and analyze data. The communications and information infrastructure in the Kaiserslautern Military Community must grow and adapt as we transform, focus on our expeditionary processes and work to improve readiness. The Comm Blueprint defines the current communications and information infrastructure status and shortfalls, identifies projects to improve the infrastructure and tracks on-going projects. Coupled with the Comm Blueprint is the Communications and Information Strategic Plan which describes plans to improve the ability of our communications and information experts to transform their operations, readiness and expeditionary processes. These two plans work together to ensure all Kaiserslautern Military Community units can efficiently and effectively leverage information technology. Currently, contractors are improving the digital backbone in the Kaiserslautern Military Community through the combat information transport system (CITS) program. Overall, nearly \$26M will be spent on the CITS project in the Kaiserslautern Military Community. While customers will see some improvement from CITS, most will require

upgrades to premise wiring to take advantage of the improved speed brought by CITS. In 2002, over \$3M were spent on premise wiring and in Fiscal Year 2003, approximately an additional \$3M will be spent to continue premise wiring projects.

Education and Training Infrastructure Improvements. Education and training are key to mission success and quality of life and as such, there are several projects designed to improve support to education and training programs in the Kaiserslautern Military Community. Approximately \$97K has been allocated to upgrade communication wiring in Classroom Building 2784 to support a college computer classroom/lab, two current and one projected Air

Force training classrooms for “satellite delivered” training and an AF-level automated system to expand customer outreach and services. An additional \$225K was obligated to upgrade classroom audio-visual equipment in all classrooms to include overhead projectors, large screen multi-system TVs, multisystem VCRs and AV cabinets.

These funds also resulted

in purchase of instructor desks/podiums to house and secure overhead projectors and computers (for connection to LCD projectors), replacement of all marker boards and the installation of improved security features in all educational facilities. Future projects include the addition of a \$122K science lab and an initiative to acquire the 3rd floor of the existing classroom facility at Kapaun in order to consolidate classrooms into one facility while improving college extension offices to better serve customers in the Kaiserslautern Military Community.



SrA Corey Davis, 86 CS, Ground Radio Maintenance Technician repairs a OJ-314 Air Traffic Control Communications Console at the Ground Control and Approach Center.

Rhein-Main Transition Program

On 27 July 1999, an agreement was signed by the Federal Republic of Germany, the Flughafen Frankfurt (Fraport), the City of Frankfurt, the German States of Hessen and Rheinland-Pfalz and United States Air Forces in Europe to return the land occupied by Rhein-Main Air Base to the Frankfurt airport and city of Frankfurt by 31 December 2005. Because of the closure, operations will transition to Spangdahlem and Ramstein Air Bases thus requiring the modification and expansion of infrastructure and a number of facilities at both bases.

Southern Runway (Primary) project.

Contractors will upgrade the existing Taxiway India to a primary runway by widening and lengthening it to 3,200m (10,500ft) long by 45m (150ft) wide, with 200m (650ft) overruns on each end and 5m (16.5ft) shoulders on each side. As a result, it will meet load classification number 75 for strategic airlift aircraft. The runway pavement will be 40 cm (16 in) thick

concrete, grooved for the entire length. Contractors will also relocate the existing fuel line and will install a Category I Instrument Landing System (ILS) for Rwy 08 and CAT III ILS for Rwy 26. Finally, the contractors will demolish and replace facilities and other obstructions that violate North Atlantic Treaty Organization (NATO) Pans-Ops airfield clearance criteria within 150m of runway centerline.

Northern Runway (Emergency) Upgrade project. Contractors will upgrade the existing Runway 27/09 for use as an emergency runway by lengthening and widening it to 3,000m (9,840 ft) by 45m (150 ft), with 200m overruns on each end. A Cat I ILS for each end of this runway will be installed. As in the case of the southern runway, the contractor will demolish and replace facilities and other obstructions that violate runway clearance criteria.

Flight facilities project. In order to meet future Category III/I Instrument Landing System



requirements and to conform with USAF, ICAO and German standards, contractors will install four new ILS systems as noted in the southern and northern runway projects. In addition, depot maintenance teams will relocate the tactical air navigation (TACAN) and precision approach radar (PAR) systems to accommodate the southern runway. Finally, the Air Force Weather Agency will procure OS-21 weather equipment for both runway surfaces.

Hot Cargo Pad (HCP) project. The current HCP must be demolished because of runway clear zone restrictions. The contractors will construct a replacement HCP with a surface area of 42,600m² to meet the NATO parking requirement for two C-5 or three C-17 aircraft. The contractor will also install a hydrant fueling system with four hydrant pits as well as erect a new in-transit munitions facility (IMF) and interconnecting access road.

C-130 Maintenance Hangar project. In order to replicate an existing C-130 maintenance hangar at Rhein-Main, contractors will construct a new 3,620m² (38,965ft²) C-130 maintenance hangar. This project is currently on hold pending disposition of cost overruns.

Reconstruction of Ramp 5. Contractors will demolish the existing 150,000m² ramp and construct a new 162,000m² ramp with associated utilities, lighting, emergency power generator and fuel hydrant system to support the strategic airlift mission. In addition, contractors will relocate Taxiway Alpha, demolish and replace existing facilities obstructing the site and install

a hydrant fueling system with ten hydrant pits.

Passenger Terminal Annex project. In order to accommodate the processing of 16,000 passengers per day, contractors will expand the existing passenger terminal. The project merges military construction funds with Rhein-Main Transition Agreement funds to provide new arrival gates, a passenger processing area, a reception facility and a 500 space parking structure.

Freight Terminal construction project. Contractors will demolish the existing freight terminal to accommodate Ramp 5 expansion and will construct a new 18,976m² (204,256ft²) freight terminal facility which will include funding for a mechanized material handling system. The new

terminal will consist of improved receiving, sorting, freight processing, freight preparation and packaging, freight storage including hazardous materials, weapons and classified, pallet build pit and loading dock areas.



Ramstein undergoes road construction near the west gate of the base as part of the Rhein-Main Transition Project, 18 Oct 02.

C-5 Hangar project. Contractors will construct one 7,400m² (79,653ft²) C-5 capable fuel cell hangar and an outdoor concrete pad with spill containment and an oil/water separator.

Kisling Memorial Road Relocation construction project. To accommodate the future relocation and expansion of the Air Mobility Command compound in accordance with the first phase of the Ramstein Air Base Area Development Plan, contractors must move a portion of the Kisling Memorial road.

Utility upgrade construction project. In this project, contractors will upgrade and extend electrical distribution lines, transformer stations, communication lines, sewer lines and manholes, sewer lift station, storm water collection system and high temperature hot water heating lines.

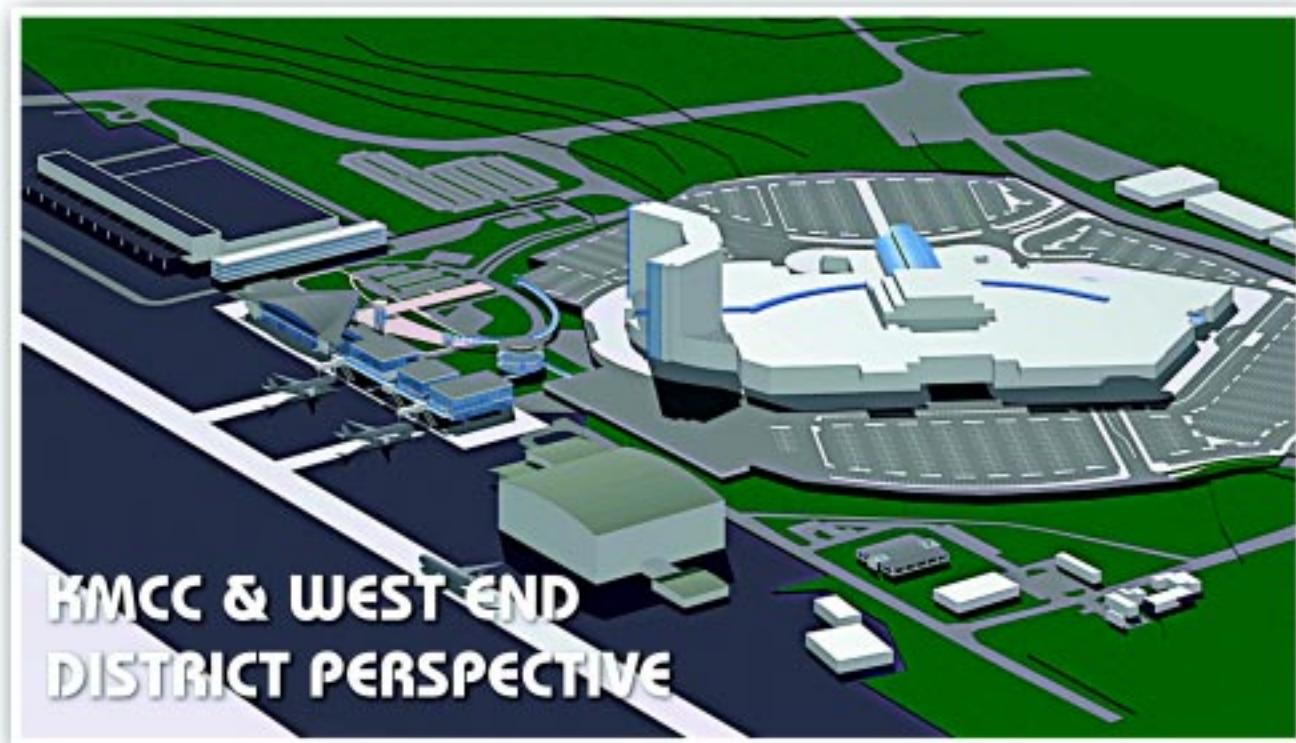
Kaiserslautern Military Community Center (KMCC) construction project. In this project, contractors will construct an “American Mall” complex consisting of a lodging, retail operations, a food court, cinema and family entertainment center. The project is championed by the Army and Air Force Exchange Service and Headquarters, Air Force Services Agency.

Fleet Services/In-Flight Kitchen and Airfield replacement facilities construction project. Contractors must demolish and replace these existing facilities to accommodate other projects and to eliminate obstructions that violate runway clearance criteria.

This project ensures operational efficiency of Ramstein Air Base as an airlift hub for European theater of operations.

Pulaski Tower removal project. In order to eliminate a safety of flight issue, contractors will replace the existing tower with a shorter one and will move systems from the old tower to the new tower or elsewhere to ensure coverage.

Communications Infrastructure – Airfield and West End. Contractors must relocate cabling feeding the south side of base due to the need to ensure continuity of communications service throughout all construction phases. In addition, parallel to Kisling Road and in the areas of realignment and expansion, contractors must replace and upgrade extensive communications infrastructure supporting much of Ramstein Air Base.



Performance Management

The 86th Airlift Wing has started a performance management initiative per Air Force Instruction 90-1102, which requires each wing to develop a performance management plan and submit quarterly performance reports. In 2003, the wing will fully implement a performance management program as well as to begin to use results to meet stated goals. The performance management program consists of data collection, metrics analyses and the creation and implementation of action plans to meet goals and improve processes.

All wing units have created an initial baseline of metrics to determine shortfalls and areas for improvement and have started to gather data. Metrics will be normalized to fit into a five-tier grading scheme (blue, green, yellow, orange and red). Leadership will focus on areas graded as red to quickly identify areas for improvement and to help prioritize the allocation of resources. Over time, unit leadership will analyze the metrics for trends further resulting in action plans to eliminate the risks and shortfalls or to exploit opportunities.

The wing will monitor action plan progress on a monthly basis in order to improve performance, transform and achieve our vision. A number of tools are being developed to make this monthly trends analysis and review efficient. These include an innovative stoplight chart and single wing database that automatically consolidates data from the squadron to the group and wing levels.

Full and proper implementation of a performance management process will significantly enhance the ability of leadership to actively manage wing capabilities and performance and meet stated goals.





Conclusion

The year 2002 was outstanding for the 86th Airlift Wing, associate units and the Kaiserslautern Military Community. We engaged in global efforts in support of numerous exercises and operations including Operation ENDURING FREEDOM. Many won unit- and individual-level awards at the major command and service levels attesting to the truly great service the community gives to the Nation.

The development of action plans based on goals in the areas of transformation, mission, people, infrastructure and community relations and results from performance management initiative will provide a basis from which to establish programs and milestones for change during the coming year. By focusing on each of the goal and initiative areas we will improve all services throughout the community thus enhancing our overall readiness posture.

It goes without saying, the source of our great successes and future, is the men and women of all units in the Kaiserslautern Military Community. Their dedication, expertise and “can-do” attitude resulted in outstanding and unmatched performance – performance highlighted in this Annual Report and for which they can be proud. And 2003 will surely be just as great...

86th Airlift Wing



**The World's
Greatest Airlift Wing**



THE WORLD'S GREATEST AIRLIFT WING